

*City & County of San Francisco*

**CAPITAL PLAN FY2008–2017**

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C1724  
2008/2017





City and County of San Francisco

## Capital Plan Fiscal Year 2008-2017

Approved by  
**Mayor Gavin Newsom**  
and  
**The Board of Supervisors**  
March 2007

Copies of this document can be found at [www.sfgov.org/cpp](http://www.sfgov.org/cpp) or through  
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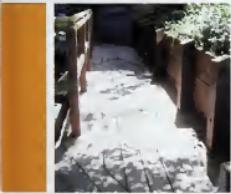
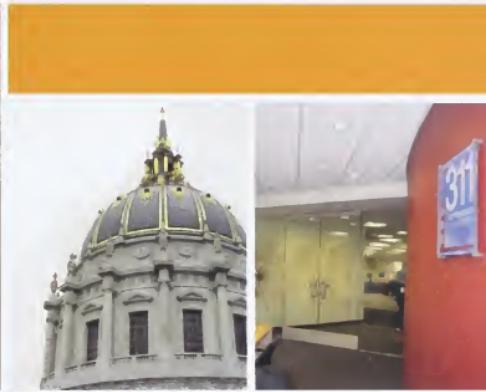
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Section 1 | Executive Summary / Plan Overview

## Executive Summary / Plan Overview

### A. Introduction

The previous year brought record levels of investment in the City and County of San Francisco's infrastructure. This included significant investments in the Water Safety Improvement Program by the Public Utilities Commission; approximately \$30 million in one-time General Fund appropriations for parks, roads, and housing; and over \$63 million in General Fund investments during the FY 2006-2007 budget process. In addition to providing funds, the City also developed and adopted its first ever ten-year capital expenditure plan.

The ten-year capital plan is updated every year, with the intent of improving upon the product of the prior year and retaining the flexibility to respond to emerging needs.

The City and County of San Francisco Capital Plan FY 2008-2017 (referred to as the ten-year plan or Plan) is the first update to the City's inaugural ten-year capital plan. Each year the City Administrator's Office and the City's Capital Planning Committee – working with the Department of Public Works, Department of Recreation and Park, Enterprise departments, other city agencies, and interested stakeholders – refine the plan to reflect improved information, changes in priorities, emerging needs, and new ideas. Throughout this document, areas are noted where additional planning, information, and analysis will appear in future plans.

The big difference between this year and previous is the addition of Department of City Planning Chapter to the General Fund section and a new section on external agencies. The City Planning chapter focuses on emerging capital needs associated with large-scale plans moving forward in the next 10 years. The external agencies section has capital planning information from the San Francisco Unified School District, the San Francisco Community College District, and the San Francisco Housing Authority. Though these agencies are outside the jurisdiction of the City and County of San Francisco, they provide services to the same populace and benefit from interagency coordination in the management of capital assets and the issuance of General Obligation Bonds.



### **San Francisco's Ten-Year Capital Plan Governance Structure**

In August 2005, concerns from city leaders, citizens, Mayor Newsom and the Board of Supervisors culminated in Administrative Code Sections 3.20 and 3.21 requiring the City to annually develop and adopt a ten-year constrained capital expenditure plan for city-owned facilities and infrastructure. The code ensures the Plan's relevance by requiring that all capital expenditures be reviewed in light of the adopted capital expenditure plan.

The Capital Planning Committee (CPC) approves the Capital Plan and makes recommendations to the Board of Supervisors on all of the City's capital expenditures. It consists of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco. The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan.

A copy of Administrative Code Section 3.20 and 3.21 is in the appendix of this report. It can also be found along with additional information on the Capital Planning Committee and program at [www.sfgov.org/cpp](http://www.sfgov.org/cpp).

The remainder of the Executive Summary is split into the following sections:

- Brief overview of citywide capital investments followed by more specific information and highlights for the General Fund and Enterprise department programs (section B, C, and D).
- Methodology discussion that describes how the plan was developed and includes definitions for key terms (section E).
- A description of what was accomplished in the current update and what to expect in the FY 2009-2018 Capital Plan that will be presented next year (section F).

## **B. Citywide Plan Overview**

The Plan proposes total investments for the period between FY 2008 and FY 2017 of \$17.4 billion. This is an 11 percent increase over the \$15.7 billion outlined in last year's plan. The investments go toward a wide variety of critical capital needs including water and sewer infrastructure, port and airport systems, mass transit and roadway networks, parks and plazas, and city-owned facilities and telecommunication installations. These investments preserve and in some cases modernize the facilities citizens rely upon for critical public health, public protection, and other basic services. The proposed funding levels for these services are summarized in the following table.

Similar to last year's plan, the overwhelming majority, or 66%, of the investments are in the first five years of the Plan.

**Proposed Capital Plan Summary**  
(Dollars in Millions)

	FY 2008 - FY 2012	FY 2013 - FY 2017	Total
<b>General Fund Departments</b>			
Criminal Justice	929	177	1,106
Fire Protection and Emergency Response	114	6	120
Public Health and Human Services	858	178	1,036
Recreation and Parks	235	219	454
Streets and Rights-of-Way	233	343	576
Library System	40	4	44
Arts and Conventions	101	123	224
Office and Support	43	138	181
	<b>\$2,554</b>	<b>\$1,187</b>	<b>\$3,741</b>
<b>Enterprise Departments</b>			
Public Utilities	4,428	2,632	7,060
Airport	639	384	1,023
Port	316	92	408
Municipal Transportation	3,642	1,567	5,209
	<b>\$9,025</b>	<b>\$4,675</b>	<b>\$13,700</b>
<b>Citywide Totals</b>	<b>\$11,580</b>	<b>\$5,862</b>	<b>\$17,441</b>

### C. General Fund Department Program Summary



Since 1986, San Francisco has issued over \$2 billion in G.O. Bonds to complete seismic upgrades, major renovations, modernization, and new facilities throughout the City. Many of these improvements are easily recognizable, including the seismic upgrade and modernization of Police and Fire facilities, City Hall, Recreation and Park facilities, Main and Branch Libraries, Laguna Honda Hospital, 911 Emergency Operation Center, and Justice facilities. In addition, the City has formed partnerships with philanthropic partners to improve many of the major cultural institutions such as the Opera House, Zoo, Academy of Science, Asian Art Museum, and Conservatory of Flowers.

Palace of Fine Arts lagoon after  
2006 renovation

While San Francisco has completed important improvements to targeted facilities and infrastructure during the past two decades, significant capital needs remain. The plan for General Fund facilities and infrastructure, discussed in detail in Section 2, proposes investments of \$3.7 billion to meet critical renewal and enhancement needs during the coming ten years. The distribution of these investments along program areas is summarized in the following table.

## General Fund Capital Plan Summary

(Dollars in Millions)

	FY 2007 - FY 2011	FY 2012 - FY 2016	Total	Percent
Criminal Justice	929	177	1,106	29.6%
Fire Protection and Emergency Response	114	6	120	3.2%
Public Health and Human Services	858	178	1,036	27.7%
Recreation and Parks	235	219	454	12.1%
Streets and Right of Ways	233	343	576	15.4%
Library System	40	4	44	1.2%
Arts and Conventions	101	123	224	6.0%
Office and Support	43	138	181	4.8%
	<b>\$2,554</b>	<b>\$1,187</b>	<b>\$3,741</b>	<b>100.0%</b>

The General Fund Program Summary table on the following page shows the funded and deferred capital needs for General Fund department facilities and infrastructure over the ten year planning cycle. This list of potential projects, however, is not exhaustive. At the end of most of the departmental sections, areas for additional review or emerging needs are noted. These needs—along with others identified through the planning process—will be addressed in future plans.

**General Fund Program Summary**

(Dollars in Millions)

<u>STATE-OF-GOOD REPAIR RENEWAL INVESTMENTS</u>	Funded	Deferred
<b>Today's Backlogs</b>		
Facilities		297
Streets		441
Other right-of-way assets		323
	<b>1,060</b>	
<b>Projected for Next Ten Years</b>		
Facilities	426	251
Streets	358	136
Other right-of-way assets	138	52
	<b>922</b>	<b>439</b>
<b><i>Subtotal, State of Good Repair Investments</i></b>	<b>922</b>	<b>1,500</b>
<u>CAPITAL IMPROVEMENT INVESTMENTS</u>	Funded	Deferred
<b>Earthquake Safety</b>		
Hall of Justice replacement	801	
San Francisco General Hospital replacement	787	
Fire protection system	89	
Veterans building seismic upgrade	114	
Citywide corporate yard upgrades	87	
DPH administration building seismic bracing	86	
Laguna Honda & SFGH seismic bracing - remaining facilities		381
HSA facility seismic bracing		91
	<b>1,964</b>	<b>472</b>
<b>Disability Access Improvements</b>		
Facilities	21	
Streets & Right-of-Way	76	16
	<b>97</b>	<b>16</b>
<b>Parks &amp; Open Space Improvements</b>		
Parks improvements	386	453
"Great Streets" right-of-way improvements		156
	<b>386</b>	<b>609</b>
<b>Other Improvements</b>		
Youth Guidance Center facility replacement	154	
Police crime lab replacement	56	
Branch library improvement program	75	6
Mission Bay police & fire stations	36	
Sheriff regional training facility	35	
911 center expansion		29
Log Cabin & Hidden Valley Ranch renovations		111
Other projects	53	398
	<b>409</b>	<b>543</b>
<b><i>Subtotal, Capital Improvement Investments</i></b>	<b>2,857</b>	<b>1,641</b>
<b>PLAN TOTAL</b>	<b>3,779</b>	<b>3,140</b>

## 1. General Fund Program Highlights

Funded projects on the General Fund Summary table above are based on available resources and prioritization criteria drafted by staff. The 2008-2017 Capital Plan addresses the following infrastructure needs:

- **Improved Investment in State of Good Repair Renewal Investments in City Facilities and Streets.** Overall investment levels in the maintenance and renewal of facilities and right of ways are increased gradually over the life of the ten-year capital plan. The ten year investment of \$922 addresses 76 percent of the estimated renewal need. Annual increases in General Fund investments to cover renewal costs capture 59 percent of these needs in year one and 89 percent in the final year of the plan. While year ten represents a dramatic improvement over year one, it defers approximately \$439 million in needs beyond the life of this plan. Additionally, these investments do not address the existing deferred maintenance and renewal backlogs which will grow to over \$1 billion by FY 2017.



A recent renewal project is the stabilization of the windows in the dome of City Hall.

- **Earthquake Safety Improvements at Critical City Facilities.** Seismic safety projects required to ensure that city facilities are safe and functional in the event of an earthquake have been heavily prioritized. The plan proposes \$1.96 billion in seismic improvements at key facilities. While the two highest identified priorities are the replacement of San Francisco General Hospital and the Hall of Justice, seismic improvements are also recommended for the city's fire protection high-pressure hydrant system and fire boat station, renovation of two Civic Center facilities, and the corporate yards for several departments.



Aging of Pier 22 ½ below the Fire Boat Headquarters

- **Disability Access Improvements.** Accessibility of city facilities for individuals with disabilities is a key priority and need identified in the ten year capital plan. Investments for the Americans with Disabilities Act (ADA) facility transition plan received over \$5 million in last year's plan. The proposed plan funds the remaining amount by recommending a \$21 million General Fund investment over the coming six years. Additionally, the Plan proposes to continue its



Franklin & Hayes Street Curb Ramps

A copy of the prioritization criteria is in the appendix of this report. This information was shared and discussed in April 2006 by the CPC but never formally approved.

strong investment in curb ramps and sidewalks during the ten-year planning horizon with \$151 million for these improvements.

- **Parks and Open Space Improvements.** Last year's one-time supplemental and a \$25 million revenue bond fully funded the remaining Phase I "on hold" projects for the neighborhood parks plan. This year's capital plan proposes approximately \$387 million in system wide work – funded predominantly with two \$150 million G.O. bonds – during the coming ten years to address critical system wide needs. The department has started an assessment and planning process to prioritize these funds to provide seismic, life-safety, disability access, state of good repair renewals, and targeted facility enhancements. Capital Planning Committee members recommended that the prioritization criteria used to define the scope and projects eligible for funding through the Recreation and Park June 2008 GO Bond be applied equally to all city open space and recreational assets, existing or proposed.

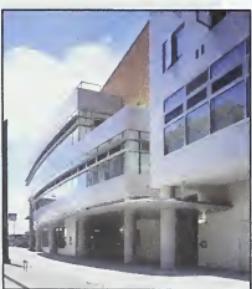


*Parques Ninos Unidos  
renovation is one of several  
improvements funded by the  
2000 Neighborhood Parks Bond.*

- **Other Improvements.** Near-term commitments to construct new police and fire stations in Mission Bay and to relocate the city's crime lab and tactical division to a new site outside of the Hunters Point redevelopment project area are funded in the first several years of plan. These projects are necessary for redevelopment of Mission Bay and the Hunters Point Shipyard to proceed. Additional projects later in the Plan include replacing the Family Court and administrative buildings at the youth guidance facility complex.



*Conceptual Drawing of New Mission Bay Fire Station*



*New Mission Bay Branch Library*

- **Branch Library Improvement Program (BLIP).** Following voter approval of a \$106 million bond in 2000, the City leveraged approved bond funds with State grants, gifts and local funds to finance this program. The BLIP program resulted in the opening of the new Support Services center; the construction of a Mission Bay branch library, the first new branch in 40 years; and the completion of the renovations of Excelsior, West Portal and Sunset branch libraries.

More information on these programs and others is in Section 2 of the Plan.

## **2. Deferred Projects, Emerging Needs, and Remaining Needs**

While the recommended General Fund program of \$3.7 billion meets critical, prioritized investment needs over the coming decade, significant facility and infrastructure needs remain unmet under the proposed plan. Addressing the remaining needs will require difficult choices for policy makers in coming years. These deferred projects and emerging needs total approximately \$3.2 billion.

One point one billion dollars, around 33%, of the deferred projects result from underinvestment in the city's facilities and infrastructure during the past several decades. It is important to note that it would not be practical – let alone possible – for the City to address all of these needs in a single decade, even if funds were available. Too many facilities would be closed simultaneously to allow for adequate service provision, too many streets would be blocked for construction at the same time, and neither the city nor private contractors have the capacity to complete this volume of work in that period of time. More reasonable long-term policy goals for the city would be to (1) reduce the amount of work deferred in future years (a goal that is partially accomplished in this proposed plan) and (2) begin to reduce preexisting backlogs over time.

Highlights of the deferred projects and emerging needs in the Plan are discussed below. Additional information on these items can found in Section 2.

***(a) State of good repair renewal needs in city facilities (\$548 million)***

The majority of these repairs (\$297 million or 54% of the total) exist today as a result of historical underinvestment. While the Plan proposes to dramatically reduce the deferral of future work, it does not address existing backlogs of deferred maintenance work. Future year plans will better refine this estimate of true deferred maintenance needs, which is merely an estimate.

***(b) Renewal needs for the city's streets and rights of way (\$952 million).***

The vast majority (\$763 million or 80% of the total) of repair needs exist today due to historic underinvestment at all levels of government. While the proposed plan dramatically reduces the deferral of future work, it does not address existing backlogs of deferred maintenance work. Future year plans will better refine this estimate of this deferred maintenance backlog, particularly for bridges, tunnels, and other street structures that have not been reviewed in recent years.

***(c) Major improvement projects and emerging capital needs (\$1.4 billion)***

These deferred enhancement projects represent requested improvements to city facilities that improve services, expand capacity, or respond to new policy goals. The majority of these potential projects represent emerging needs that will be

developed in greater details in future plans. These facility enhancement projects are discussed in detail in Section 2 of this report.

### 3. General Fund State of Good Repair Renewal Investments – Cash Program

The major projects described above have been largely funded using G.O. bonds, lease revenue bonds, and other sources of debt.

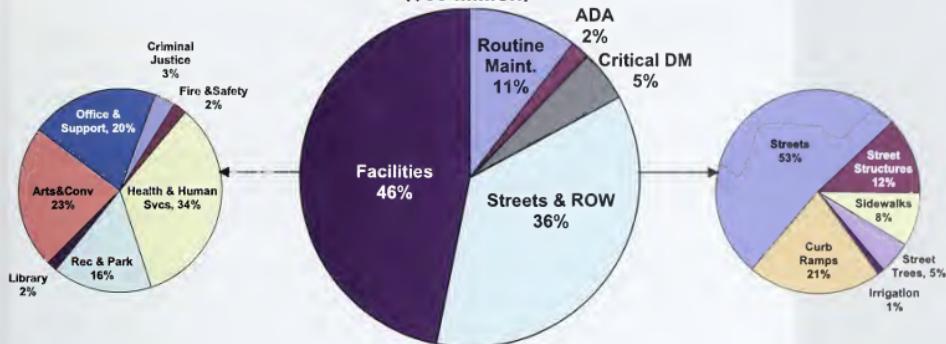
The plan proposes to fund ongoing, annual investment needs using cash sources. These needs – typically smaller investments required to maintain our facilities and infrastructure in a state of good repair – have shorter useful lives and recur annually. Total annual investment needs during the coming ten years are summarized in the table below.

Annual Renewal Investment Needs (Dollars in Millions)			
	FY 08-12	FY 13-17	Plan Total
<b>Going Forward Renewal Needs</b>			
Routine Maintenance	58	74	132
ADA Transition Plan	21	0	21
Critical Deferred Maintenance	28	34	62
Streets and Rights-of-Way	187	264	451
Facility Renewal	258	329	587
<b>TOTAL</b>	<b>552</b>	<b>701</b>	<b>1,253</b>

These totals do not reflect deferred maintenance backlogs present today but simply the need for new investments to maintain these assets in the same state as they exist today.

The renewal investment needs shown in the previous table drive the allocation of General Fund dollars. Of the annual needs identified, Routine Maintenance, ADA Transition Plan, and Critical Deferred Maintenance (Critical DM) are funded at 100 percent in FY 2008. With a total proposed funding level of \$55 million in FY 2008, this leaves approximately \$35 million to be distributed between Facility Renewal and Streets and Rights-of-Way. The process of distributing these funds is straightforward and is shown in the following pie charts. For example, the amount allocated for Facility Renewal represents its percentage of the total need for both Facility Renewal and Streets and Rights-of-Way. The same methodology is used when allocating the amount available among the various categories in the plan for Facility Renewal and Streets and Rights-of-Way. Within Streets and Rights-of-Way, the curb ramp and sidewalk repair programs are fully funded.

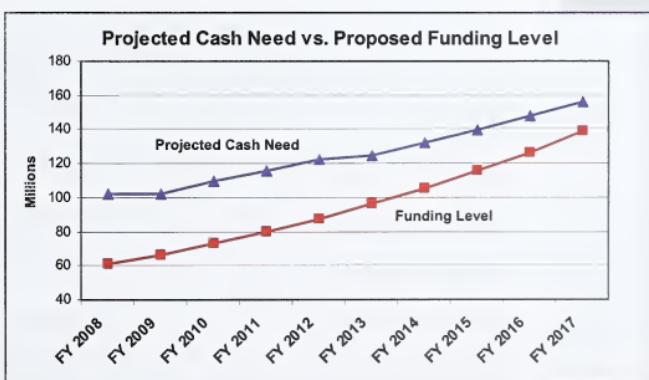
## FY 2008 Cash Program Funding Distribution (\$55 Million)

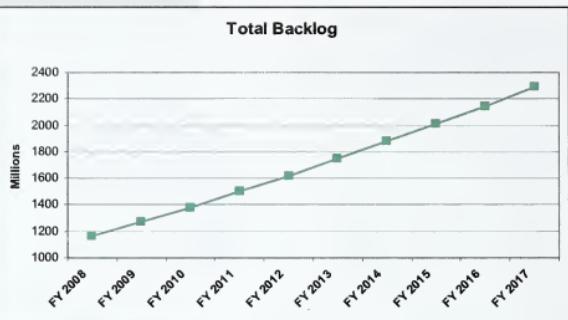


The city has historically underfunded these annual cash investment needs – General Fund capital programs have averaged \$30 million during the past decade to meet these annual needs, and this amount is nearly double that of the decade before. Correcting this annual underinvestment – which speeds the aging of city facilities, erodes services, and creates deferred maintenance needs in the future – will not be accomplished in several years but rather through a prolonged period of continually increasing General Fund capital investments.

The plan assumes General Fund investments of \$55 million during the first year of the plan, growing by approximately 10% annually over the life of the plan – real growth of 5% and an estimated 5% for construction inflation. This plan, if implemented by policy makers, will reduce the annual cost of work deferred during each year of the program from approximately 42% in the first year of the plan horizon to 16% in the final year of the ten-year planning period. This financial assumption – upon which the General Fund program has been based – was adopted by the Board of Supervisors as part of the FY 2007-2016 Capital Plan. The figure to the right illustrates the relationship between annual renewal need and funding. The two lines intersect in FY 2020.

Despite the fact that these planning targets represent





The City has an approved Debt Policy that can be accessed at the City's Office of Public Finance.

the highest cash investment in modern city history, by continuing to fall short of expected need, they create approximately \$455 million in additional deferred maintenance beyond 2017. Taking into account escalation, the existing and deferred maintenance backlog grows to nearly \$2.3 billion as depicted by the chart on the left.

#### 4. Debt Financing Program

The Plan proposes to meet critical project needs using a mix of both debt and pay-as-you-go sources. Most major projects, outlined in the General Fund Summary Table on page 6 above and discussed in more detail in Section 2, have been funded using G.O. bonds, lease revenue bonds, and other sources of debt. Given the long useful lives of these improvement projects and that the project costs exceed the ability to utilize pay-as-you-go revenue sources, it is appropriate to use debt financing. The use of debt also serves to spread out the financial burden of paying for facilities between current and future generations that will both receive its benefits.

The General Fund program proposes a mix of cash and debt financing sources. As discussed above, the majority of large projects are funded using proposed debt. The City utilizes two principal types of municipal debt obligations to finance long-term capital projects: general obligation (G.O.) bonds and General Fund debt. The combination of these types of debt amount to \$2.3 billion over the ten-year plan. The following table outlines the proposed debt program. The costs provided are estimates and may need to be adjusted in future plans. Several factors contribute to changes in project costs, including program changes, site acquisition, alternate delivery methods, and changing rates of construction cost escalation.

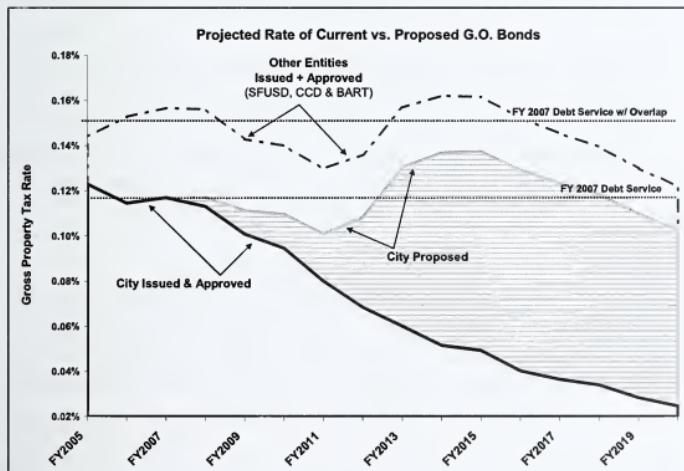
Month/Year	Proposed Program	Financing	Cost
Jun 2008	Park System Renovation and Improvement	G.O. Bond	\$150
Nov 2008	San Francisco General Hospital Earthquake Safety	G.O. Bond	800
FY 2009	Mission Bay Police and Fire Station	GF Debt	28
Nov 2009	Fire Protection System Earthquake Safety	G.O. Bond	89
FY 2010	Crime Lab Relocation	GF Debt	56
Nov 2010	Criminal Justice Facility Earthquake Safety	G.O. Bond	600
FY 2012	Veterans Building Seismic Improvement	GF Debt	88
Nov 2013	Park System Renovation and Improvement	G.O. Bond	150
Nov 2015	Public Safety Facility Modernization	G.O. Bond	271
FY 2015	Parks System Renovation and Improvements	GF Debt	25
<b>Debt Program Total</b>			<b>\$ 2,257</b>

G.O. bonds must be approved by at least two-thirds of the voters, while lease revenue bonds require only a simple majority. Certificates of participation are subject to validation. As required by the Administrative Code, the Plan outlines the assumed uses of debt in its financing proposals.

#### ***General Obligation Bond Debt***

The Capital Planning Committee approved the following proposed financial constraint with respect to the use of debt:

- (a) ***No increase in the property tax rate used to repay issued G.O. bonds resulting from the ten-year plan.*** In other words, new G.O. bonds will only be used as a funding source when existing approved and issued debt is retired and the property tax base grows.



The tax rate impacts of existing and proposed G.O. bond debt are illustrated above. The lower straight horizontal line (labeled FY 2007 Debt Service) represents the current tax rate for the City's debt. While the timing of projects and required issuances causes the annual tax rate to fluctuate over the course of the coming years, the end resulting tax rate upon implementation of the plan equals the current tax rate.

The upper straight horizontal line (labeled FY 2007 Debt Service w/Overlap on the table above) is the current tax rate for the City including the school district, the community college district and BART.

The Plan proposes to seek voter approval of \$2.1 billion in G.O. bonds. The schedule for these proposed bonds is shown in the following table.

<b>Proposed General Obligation Bond Schedule</b> (Dollars in Millions)		
<b>Mth/Yr</b>	<b>Proposed Bond Program</b>	<b>Total</b>
Jun 2008	Park System Renovation and Improvement	\$150
Nov 2008	San Francisco General Hospital Earthquake Safety	800
Nov 2009	Fire Protection System Earthquake Safety	89
Nov 2010	Criminal Justice Facility Earthquake Safety	600
Nov 2013	Park System Renovation and Improvement	150
Nov 2015	Public Safety Facility Modernization	241
<b>G.O. Bond Program Total</b>		<b>\$2,030</b>

Three of the four proposed G.O. bonds during the first five years of the plan period are targeted to address earthquake safety and modernization needs in mission-critical public health, fire protection, and public protection facilities and infrastructure. The last bond is proposed to provide renovation and improvements to the city's park and recreation facilities given large system wide capital needs and the scheduled depletion of other funding sources in the next three years. These recommended investments are discussed in more detail in Section 2 of this report.

#### ***Certificates of Participation and Revenue Bond Financing***

Unlike G.O. bonds, lease revenue bonds and C.O.P.s are typically repaid out of the city's General Fund or use revenues that would otherwise flow to the General Fund. The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide direct revenue benefit or cost savings to the city.

The Capital Planning Committee approved the following proposed financial constraint with respect to the use of this type of debt:

- (b) **No increase in General Fund-supported debt payments.** Stated differently, these financing instruments will only be used as a funding source as existing issues of debt are retired. This assumption allows for new General Fund operating debt of \$197 million during the coming ten-year period.

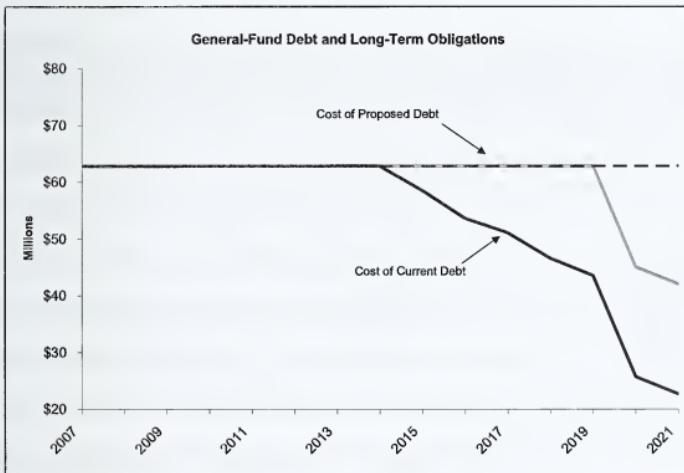
The debt service costs of existing and proposed C.O.P.s and lease revenue bonds are illustrated in the following chart. New debt is proposed during the planning period to fund required short-term commitments in Mission Bay and the Hunters Point

Shipyard in the first three years of the plan and the renovation and seismic bracing of the Veterans Building in FY 2012.

Recent amendments to Planning Code Section 128 resulted in the identification of a new revenue source for the seismic bracing of the Veterans Building. Transferable development rights (TDRs) allow the unused development rights associated with an historical property, such as the Veterans Building, to be sold to private developers of a separate property. For this project, the sale of TDRs will provide approximately \$30 million, or more than 25% of the total estimated project cost.



Veterans Building



The legislation passed by the Board of Supervisors and approved by the Mayor mandated the development of a ten-year capital plan that reports on all city assets including those managed by the Airport, the Metropolitan Transportation Agency (MTA), the Port, and the Public Utilities Commission. Unlike most of the General Fund departments, the Enterprise departments have dedicated systems and staff to develop capital plans. As a result, the primary focus of this version of the ten-year capital plan is on General Fund departments that for the most part do not have capital planning resources.

The enterprise department chapters discussed in Section 3 and the funding schedule on the final page of each chapter is from information provided by enterprise department staff. At its February 27, 2007 meeting, the Port Commission adopted the Port's 10-year Capital Plan and the Airport Commission is scheduled to review their capital plan on March 20, 2007. However, at the time of this draft, neither the Public

Utilities Commission nor the Municipal Transportation Agency Board of Directors had formally reviewed or approved the schedules or text reflected in the enterprise chapters below. In the future, it is anticipated that each commission will approve the ten-year plan prior to its review by the Capital Planning Committee and adoption by the Board of Supervisors.

### 1. Enterprise Department Program Highlights

Capital investments by enterprise departments during the planning period are expected to be \$12.1 billion (down two percent from last year). A general theme running through each of the enterprise department capital programs is the need to address infrastructure repair and replacement for structures, roads and systems that have been neglected for several years and in some cases several decades.

Proposed Enterprise Plan Summary (Dollars in Millions)			
	FY 2008 - FY 2012	FY 2013 - FY 2017	Total
<b>Public Utilities</b>			
Water System Improvement Program	2,919	368	3,288
Water	250	322	572
Wastewater	410	905	1,315
Power	849	1,037	1,886
	<b>\$4,428</b>	<b>\$2,632</b>	<b>\$7,060</b>
<b>Municipal Transportation</b>			
	<b>\$3,642</b>	<b>\$1,567</b>	<b>\$5,209</b>
<b>Airport</b>			
	<b>\$639</b>	<b>\$384</b>	<b>\$1,023</b>
<b>Port</b>			
	<b>\$316</b>	<b>\$92</b>	<b>\$408</b>
<b>Enterprise Totals</b>			
	<b>\$9,025</b>	<b>\$4,675</b>	<b>\$13,700</b>

- **Public Utilities Commission**

The PUC program is the largest of the enterprise departments with estimated investments totaling \$7.1 billion over the next ten years.

Nearly \$3.3 billion of the PUC's \$7.1 billion in estimated investments is for the Water System Improvement Program (WSIP). The WSIP rebuilds and seismically retrofits the regional and local water systems, and will enhance the PUC's ability to provide reliable, affordable, high quality water to its customers in an environmentally sustainable manner.



The Water Enterprise estimates investments of \$572 million over the 10-year cycle for the renewals and enhancements to local and regional water facilities and assets. These include addressing capital needs for water pipelines, watershed protection, water meters, reservoirs, and transmission

San Francisco Bay pipeline proposed by the Water System Improvement Program to be relocated under the Bay

lines. This program shows a \$282 million shortfall that the PUC expects to fund through additional revenues and debt or defer from the Plan.

The Wastewater Enterprise investments over the next 10 years in sewers and wastewater facilities are projected to be \$1.3 billion. This estimate includes anticipated funding for renewal and repair of sewers, pump stations, and treatment plants as well as enhancements and other improvements to be identified in the Wastewater Master Plan.

Investments in Hetch Hetchy Power, and Hetch Hetchy Water and Wholesale Power total \$1.9 billion over the next ten years. The funds are for capital investments in streetlighting within San Francisco, redevelopment efforts to provide utility services (electric, water, and wastewater) on Treasure Island, transmission, and distribution of power, and energy efficiency with respect to Hetch Hetchy Power. The funds also cover reservoirs and dams; water transmission; buildings, roads, and right-of-ways; and power with respect to Hetch Hetchy Water and Wholesale Power. This program shows a \$1.4 billion shortfall that the PUC expects to fund through additional revenues and debt or defer from the Plan.

- **Municipal Transportation Agency**

The \$5.2 billion capital budget addresses half of the \$10.3 billion in total capital needs over the planning period. The remaining \$5.1 billion is deferred from the Plan. The 45 percent increase in spending from the 2007-2016 Capital Plan is due to two primary factors: inclusion of the second half of funding for the Central Subway (approximately \$650 million) and November 2006 passage of State Proposition 1B (approximately \$720 million).



N-Judah MUNI Light Rail line

The overwhelming majority of capital investments in both Muni and the Department of Parking and Traffic are for renewals to their basic infrastructure and fleet programs. These include Cable Car infrastructure; vehicle and rail replacement; overhead rehabilitation; parking control enforcement vehicles; support vehicles for paint, meter, and signal shops; and improvements to traffic signs, signals, and road markings.

- **Airport**

The focus of the Airport's \$1 billion in capital investments is on renewals to its airfield, airport support, groundside, terminal and utility infrastructure during the 10-year planning cycle. \$583 million, or 57 percent of the total budget, is for enhancements during the first five years of the Plan for a wide range of projects including improvements to



San Francisco International Airport

runway 28L – 10R, taxiways and aprons, airfield lighting systems, water systems, an industrial waste treatment plant, upper level viaduct roadway, terminal building systems and structures, and other projects.

- **Port**

While all of the 39 piers in use by the Port or its tenants are nearly 100 years old, only eight have been rehabilitated since 1950. As a result, the Port identified over \$1.4 billion in needed repairs and improvements to these structures and others over the next 10 years. The Port has identified funding for \$411 million or 28 percent of these needs. Eighty-eight percent or \$363 million of the Port's \$411 million is for sub- and super- structure repairs to piers.



Pier 5 - Embarcadero

A constrained plan means that all needs are listed regardless of whether or not they are funded. Unfunded projects are either *deferred* from the plan or listed as an *emerging* need.

The renewal model was used to create the renewal graphs in the General Fund Department summary in Section 2 of the Plan. These renewal graphs predict the dollar value and approximate date when large building sub-systems (HVAC, roofs, building exteriors, etc.) need to be replaced.

## E. Methodology and Terms

Under direction of the City Administrator, department staff is annually assigned to assess facility conditions and determine annual renewal cost projections and proposed enhancements within the ten-year horizon. Using criteria designated by the CPC, staff analyzes available funding resources and prepares a ten-year capital plan.

Through a series of meetings the CPC reviews proposals, staff recommendations, and documents toward the development of a citywide capital plan. These reviews do not, and are not meant to, replace the authority of department commissions' or other oversight bodies under the City Charter and other codes. Rather, the ten-year plan is meant to provide a forum that looks at capital needs from a citywide perspective and to foster a dialogue on those needs between stakeholders, commissions, the Mayor, and the Board of Supervisors.

Staff used two approaches to collect data for the Plan. A facility life-cycle model (FRRM) was used to collect information on the good repair and maintenance of facilities and infrastructure (also known as renewals) for all of the General Fund departments. This year, the Airport, Port, and MTA implemented the same model for several of their facilities as well. In addition, data was gathered through a formal enhancement request process for General Fund department new projects or enhancements. These submittals were reviewed by professional staff (e.g., architects, engineers, etc.) and categorized as a *funded*, *deferred*, or *emerging* need.

*Funded* projects are those where General Fund, debt, or other revenues are available. *Deferred* projects are those where funding has not been identified in the planning cycle. *Emerging* projects are those where more information is needed to understand and estimate the resources necessary to address the need the project is trying to address.

## **Facility Modeling**

For the second year, the City used FRRM, the facility life-cycle model, to predict annual funding requirements for General Fund department facilities. The objectives of the facility modeling effort are to:

- i. Develop a budget model to predict annual funding requirements for facilities renewal and document the existing backlog of deferred maintenance in a consistent way for all departments.
- ii. Provide a basis for a funding plan that will first address adequate resources for renewal and then a reduction of the deferred maintenance backlog.
- iii. Create consistent and comparative data among departments for determining funding allocations and targets for addressing renewal as a part of operating or capital budgets.
- iv. Deliver a cost model to each department with associated staff training so that facilities renewal and deferred maintenance needs can be updated annually and progress in meeting those needs can be measured.
- v. Provide a planning tool for departmental use which provides a useful life "systems" profile of each building, as a way of predicting future funding needs or packaging projects to leverage fund sources.
- vi. Develop a credible model to assess needs in a consistent and ongoing manner that will focus on total funding needs and strategies.

Last summer, architects in the Department of Public Works started working with department staff to review and enter condition and repair information into the FRRM database.

BACKLOG AND 10 YR RENEWAL FORECAST BY BUILDING (\$000s)

Page 3 Of 16

Campusname	ADM	Buildingname	25 VAN NESS OFFICE BUILDING	CRV(\$000's)	\$57,374	Bldgno	001	GSF	130,000	Year Built	1913	FCI	0.01
<b>Backlog and 10 year Renewal Forecast by Building \$ (000's)</b>													
Subsystem	Backlog	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total	
b.1. Building Exteriors (Hard)	\$0	\$586	\$0	\$0	\$0	\$0	\$878	\$0	\$0	\$0	\$0	\$1,464	
c.1. Elevators and Conveying Systems	\$320	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$320	
d.1. HVAC - Equipment	\$0	\$262	\$262	\$262	\$262	\$0	\$0	\$0	\$0	\$0	\$0	\$1,311	
d.2. HVAC - Controls	\$0	\$0	\$145	\$0	\$0	\$821	\$0	\$0	\$0	\$0	\$0	\$965	
e.1. HVAC - Distribution Systems	\$0	\$0	\$615	\$0	\$0	\$0	\$3,485	\$0	\$0	\$0	\$0	\$4,100	
f.1. Electrical Equipment	\$0	\$1,160	\$580	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,741	
f.2. Electrical Rough-in	\$0	\$449	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449	
g.1. Plumbing Fixtures	\$111	\$0	\$0	\$0	\$0	\$0	\$997	\$0	\$0	\$0	\$0	\$1,108	
g.2. Plumbing Rough-in	\$0	\$480	\$0	\$0	\$0	\$0	\$2,720	\$0	\$0	\$0	\$0	\$3,200	
j.1. CMMS	\$0	\$232	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$232	
k.1. Built-In Equipment and Specialties	\$0	\$0	\$0	\$0	\$0	\$0	\$535	\$0	\$0	\$0	\$0	\$535	
I.2. Interior Finishes	\$0	\$1,189	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,189	
<b>Total by building</b>	<b>\$431</b>	<b>\$4,358</b>	<b>\$1,602</b>	<b>\$262</b>	<b>\$262</b>	<b>\$262</b>	<b>\$9,436</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,615</b>	

The model uses San Francisco building information (gross square feet, construction date, facility subsystem type), and an approach based on subsystem life cycles and replacement costs to estimate the backlog of deferred maintenance and future capital reinvestment needs. The previous page shows the 10-year renewal forecast report generated by FRRM for a particular facility. This report – one of dozens available – shows subsystems within the building that need to be replaced during the next 10 years and the corresponding cost (in thousands). A variety of other reports are available for further analysis.

Each department maintains the model, with the capability of summarizing information at both the department and citywide level. The model has a great deal of built-in flexibility that allows the city to enter new data and even change the underlying assumptions in future years.

This report reflects the data collected from August through December 2006, and includes detailed information for each General Fund department. These findings are summarized in the renewal graphs and the renewal line of the financial summary schedules for each of the General Fund areas found in Section 2 of this report.

## 5. General Terms

The Plan distinguishes between two types of capital expenditures, renewals and enhancements.

*Ignoring renewal investments result in greater costs as buildings become less efficient, more costly to repair, and don't last as long.*

**Renewals** are investments in the maintenance or upkeep of facilities and infrastructure to preserve or extend its useful life – so called “good repair” investments that keep capital assets in good working order. These involve the repair and replacement of subsystems that comprise the facility such as roofs, heating and cooling systems, and building interiors and exteriors. Since these tend to be smaller investments compared with investments needed to replace entire facilities, the proposed plan funds the majority of these needs through pay-as-you-go cash revenue sources, typically appropriated through the City's annual budget process.



*Roof replacement at 25 Van Ness*

The Plan makes recommendations to begin to address annual funding shortages by starting with a large initial General Fund investment that will continue to grow by approximately ten percent (five percent plus inflation) over the next ten years. This approach allows the City's annual cash investment in renewals to approach annual cash needs in the final year of the plan. It is worth noting that even with this growth; a maintenance backlog of more than \$1 billion is still deferred beyond the ten-year planning cycle. The new level of annual investments is, however, a critical first step in stopping the growth—and beginning to address—the **deferred maintenance backlog**. The amount of the deferred maintenance backlog for General Fund departments can be found on the schedules at the end of each chapter in Section 2 of the Plan.

**Enhancements** are investments resulting from the passage of new laws or mandates, functional changes, or technological advancements. While these can be small-scale projects such as the addition of ramps to comply with the Americans with Disabilities Act (ADA) requirements, these typically involve large-scale multi-year projects such as remodels, renovations, additions or new facilities. While annual funds can cover some of these projects, most require debt financing through the issuance of General Obligation (G.O.) bonds, Certificates of Participation (C.O.P.s) or lease revenue bonds. By borrowing funds and repaying facility costs over longer timelines, this approach facilitates "generational equity" by spreading costs to future users who will benefit from a long-term facility improvement or other asset. Enhancement projects are considered in the debt program.



*Interior of new Mission Bay Branch Library*

The **deferred maintenance backlog** is the result of many factors including the aging of City facilities built in the 1950s, the loss of federal, state, and local revenues for road resurfacing, and the lack of dedicated funds to keep buildings in good working order.

**Fiscal years (FY)** in the Plan refer to the calendar year in which the City's July 1 to June 30 budget cycle ends. For example, FY 2008 equals the calendar year dates from July 1, 2007 to June 30, 2008.

#### **NOTES:**

- Dollars are listed in thousands for all worksheets unless otherwise noted.
- Some of the Section maps will be updated in future drafts of this plan.

## F. Capital Planning Program Future

This first update to the Capital Plan contains significant improvements over the prior year, including:

- **Renewal figures are now based on better facility modeling data.** Working closer with facility managers and architects, information in the FRRM system for the General Fund program is considerably more accurate. In addition, the Airport, Port, and MTA are implemented FRRM to manage all or some of their facilities, and the Recreation and Park Department recently completed a comprehensive facility assessment of all its assets. Increased familiarity with the planning process has enabled departments to develop their capital plans in a more standardized way making cross departmental comparisons easier to make. The net result is a higher degree of confidence in citywide facility and infrastructure needs and a more equitable distribution of limited citywide capital funds based on this need.
- **Information on external agencies has been added.** While outside of the City and County's appropriations and legislative processes, a number of other San Francisco public agencies have major capital programs and the ability to ask voters for taxing authority. This includes the San Francisco Housing Authority, Community College District, Unified School District, and, in future years, the County Transportation Authority. Including their infrastructure needs in the Capital Plan creates possibilities for collaboration and reduces the risk of potential ballot measure competition.
- **Detailed project information is included for 'mid-tier' projects.** Last year's plan contained more preliminary budget and planning information for mid-tier enhancement projects such as the Crime Lab, the Auxiliary Water Supply System, and the Fire Boat Headquarters. Working with the responsible architect and project manager, this year the Plan includes more details for these important projects.
- **New capital budgeting and planning system is currently in development.** Because the Capital Plan is the basis of review for future budget appropriations it is clear that the systems developed need a seamless interface to the Annual Appropriation Process. The development of a new capital budget and planning system offers an opportunity to improve information flow and reporting capabilities between the capital planning and budgeting processes and the annual budget appropriation process. The City has secured a contractor to build this new system, which is on schedule to be implemented in time for the development of the FY 2009-18 Capital Plan.

However, there still exist a few shortcomings that will be addressed in future updates, including:

1. **Additional infrastructure information.** Over the previous decade, capital asset management and data collection declined due to limited funds. Although a renewal database which projects annual need is in place and being refined, additional tools to forecast renewal needs for street structures (bridges, tunnels, guard rails, stairs, etc.), telecommunication equipment (wiring, phone switches, radio antennae, etc.), and other infrastructure is needed..
2. **Incorporation of additional external agencies.** Future plans will provide more detail information from external agencies. Additional attempts to incorporate information on major enhancements planned by the San Francisco County Transportation Authority such as Doyle Drive and the Transbay Terminal in future plans will also be made.
3. **Asset management database.** Now that significant renewal investments are being made, it is important to track actual expenditures with the forecasts made by the FRRM or renewal database. This will improve the quality of the data and overall performance of the system.
4. **Increased pre-project planning.** Often, the enhancements needed and proposed to adopt existing facilities to provide space for new programs or changes in use leads to further research and analysis of the business needs and operations of the Department. This exercise often leads to increased scope and cost of a proposed project. To address this, the Plan encourages departments to continually update and tie their strategic and operational plans to facility needs.
5. **Best Practices Research.** During the next few months, the Capital Planning Program will begin researching capital planning in other jurisdictions across the nation. By learning how other municipalities manage their capital assets, the City can develop a plan to improve its capital planning process.
6. **Future Escalation Policy.** At the request of Capital Planning Committee members, staff will explore options for creating citywide policies with respect to determining annual escalation rates for construction costs.





## Section 2 | General Fund Department Program

- A. Crime Prevention and Criminal Justice
- B. Fire Protection & Emergency Response
- C. Public Health and Human Services
- D. Recreation and Park System
- E. Streets and Rights of Way
- F. Arts and Convention
- G. Office and Support
- H. Public Library
- I. Planning Department-Emerging Needs

## A. Crime Prevention and Criminal Justice Facilities



## A. Crime Prevention and Criminal Justice Facilities

The City operates ten police district stations, five adult jails with a combined 2,100-bed capacity, 23 courtrooms in three locations, a juvenile detention facility, and a juvenile ranch facility.

Map ID	Facility
1	Golden Gate Park Police Stables
2	Park Police Station
3 - 5	Youth Guidance Center Campus
6	Taraval Police Station
7	Ingleside Police Station
8	McClaren Park Police Station
9	Bayview Police Station
10	SFGH/ Jail Ward Floor 7D/7L
11	Southeast Police Station
12	Police Academy
13	Mission Police Station
14	555-7th Street Office Building
15	Hall of Justice
16	Work Furlough Building
17	Southern Police Station
18	911 / Emergency Operations Center
19	Tenderloin Task Force Police Station
20	Central Police Station
21	Northern Police Station
22	Richmond Police Station
Not Shown	SFPD Crime Lab & TAC Division Facilities

## A. Crime Prevention and Criminal Justice Facilities Highlights

The City has achieved significant improvements to its criminal justice infrastructure during the past fifteen years. A new 480-bed jail facility was completed in 1984 to provide needed jail capacity. A program to upgrade and modernize the majority of the City's district police stations was completed in 1996, ensuring the seismic safety of nine of the ten district stations. In 2006 the City completed replacements for the antiquated juvenile detention facility and the unsafe San Bruno jail #3.



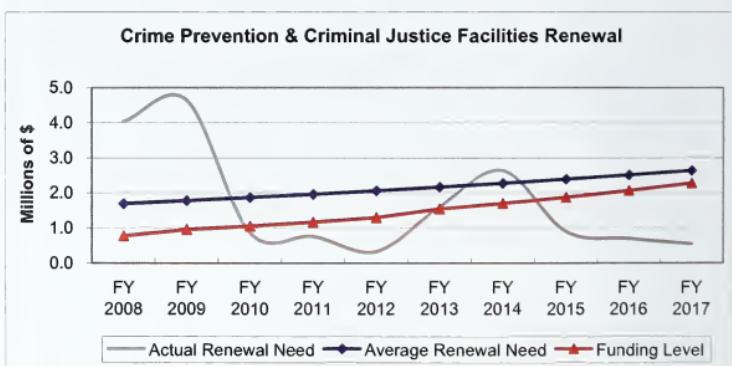
San Bruno Jail Housing Pod 2

Significant investments, however, are still required to ensure modern and safe criminal justice facilities. The ten-year capital plan proposes \$1.1 billion in maintenance and improvements to these facilities over the next ten years. The vast majority of these funds (approximately \$800 million) are programmed to meet one of the City's most pressing capital needs – the replacement of the Hall of Justice.

### 1. Renewal Program

Using the facility renewal model discussed in Section 1, the maintenance of the City's criminal justice facilities and infrastructure is estimated to cost \$21 million over the ten-year plan cycle, assuming continued reuse of all current facilities. This is a slight decrease in the total renewal need reported in last year's plan and is a result of refinement of the renewal model. Given funding constraints, the plan allocates \$14.7 million to meet these needs. After accounting for inflation, the total proposed investment in the FY 2008-2017 plan decreased approximately 6 percent compared to the prior year's plan.

The Renewal Curve on the graph to the right reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The difference between the need and the proposed funding level shrinks from \$926,000 in the first year of the plan to \$361,000 in the final year.



These facilities also have a current backlog of \$22 million in deferred maintenance needs.

These annual renewal forecasts and deferred maintenance backlogs do not include the Hall of Justice and the Youth Guidance Center administration building, both of which are scheduled for replacement during the ten-year plan cycle. Renewal needs are also excluded for the inactive facility at Hidden Valley Ranch. Smaller investments are proposed to meet the critical needs at each facility.

## 2. Enhancement Program (FY2008 – FY2012)

Of the \$1.1 billion in proposed funding for crime prevention and criminal justice in the ten-year capital plan, 97 percent is allocated for enhancements, primarily for the replacement of the Hall of Justice. The major enhancements are outlined below.

- **Hall of Justice Replacement.**

Along with the replacement of San Francisco General Hospital, the replacement of the Hall of Justice (HOJ) is recommended as the City's highest priority capital need. The facility – which houses the City's police department headquarters, criminal courts, a 798 person jail, and more than 1,500 City staff – is seismically deficient, and suffers from fire and other public safety deficiencies. Constructed in the late 1950's, the building does not support efficient modern operational or technological needs of tenant departments. Several studies conducted in the past decade conclude that the cost of renovating the facility to meet these needs exceeds its replacement cost. Since the adoption of the FY 2007-2016 Capital Plan, a needs assessment has been completed. This assessment included projecting future space needs for each tenant and looking at which departments should be adjacent to one another in one new facility or in adjacent facilities.



*Hall of Justice*

A \$600 million Criminal Justice System Earthquake Safety G.O. bond is proposed for the November 2010 ballot. Planning will be completed prior to that time using investments from the city's Capital Planning Fund.

A revised cost estimate of \$801 million has been proposed, a 17 percent increase from the estimate of \$685 million in the FY 2007-2016. The plan proposes investments of \$16 million over the next three fiscal years to refine the building program, complete a schematic design, and develop a total project cost

The State is currently in the midst of assuming control of all local court facilities. The plan assumes that State funds will be available to fund court-related work on the Hall of Justice and Youth Guidance Center campuses. This assumption will be monitored in future plans.

estimate. Of this \$16 million, \$15 million is funded through the Capital Planning Fund.<sup>1</sup> The ten-year capital plan proposes to fund the majority of the \$801 million project with a \$600 million G.O. bond on the November 2010 ballot, combined with an assumed investment of \$200 million from the State to replace the Courts' portion of the facility. It is early in the planning process for this bond and as such cost estimates and project schedules will likely be adjusted in future plans. Several factors contribute to changes in project costs, including program changes, site acquisition, alternate delivery methods, and changing rates of construction cost escalation.

- **Relocation of the SFPD's Southern District Station to Mission Bay.** The development of Mission Bay – including the creation of 6,000 new housing units – requires the construction of a new police district station in the neighborhood. The ten-year capital plan proposes to relocate the Southern district station, currently housed in the Hall of Justice, to a site in Mission Bay. The cost of the project is estimated at \$19.5 million. An initial investment of almost \$2 million from the General Fund is proposed for planning and design. The remaining \$17.5 million is funded in FY 2009 with a mix of developer contributions and General Fund debt.



Conceptual drawing of Mission Bay Police Station

- **Relocation of the SFPD's crime lab and tactical divisions.** The SFPD's crime lab and tactical operations divisions are located in a leased facility in the Hunters Point Shipyard. This facility must be vacated to allow for the redevelopment of the area. The relocation of the crime lab function is currently estimated to cost \$56 million. Proposed investments from the General Fund of \$3.9 million for planning are funded in the first two years of the Plan, with the remaining project costs funded with a General Fund-debt issuance in FY 2010.

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<sup>1</sup> The Capital Planning Fund would have an available balance for this purpose at this time if voters approve the proposed General Hospital Rebuild G.O. bond proposed for the November 2008 ballot.

- **Sheriff's Department Regional Training Facility.** The Sheriff's Department is developing a plan to build a new 87,500 square foot indoor firearms training facility. This would allow the Sheriff's Department to provide state mandated training for its personnel and avoid falling behind in training schedules. In addition, the Sheriff's Department will be able to provide training space on a fee-for-service basis to other local law enforcement agencies. It is anticipated that these revenues will offset the costs of financing the facility.

### **3. Enhancement Program (FY2013 – FY2017)**

The following capital project priorities are recommended to begin during the second half of the ten-year capital plan cycle. The largest is \$154 million beginning in 2015 to consolidate Family Court Services and replace the administration buildings at the Youth Guidance Center campus.

- \$100 million to consolidate Family Court Services and replace administration buildings at the Youth Guidance Center Campus.
- \$54 million to replace the Youth Guidance Administrative Building.
- \$14 million to expand and renovate the Police Training Academy.

### **B. Deferred Projects**

The proposed ten-year capital plan defers the following improvements proposed for criminal justice facilities.

- **Relocation of the SFPD's Central District Station.** The plan defers a proposed relocation of the district station from its current location, located under a public parking facility on Vallejo Avenue. The facility, constructed in 1972, is the only district station not upgraded in the 1998 police facility improvement bond program. Given funding constraints and higher-priority projects, the plan proposes to defer the \$33 million construction of a new facility but does address some of the facilities current critical inadequacies, including construction of separate locker and shower facilities for female officers.

### **C. Emerging Needs to Be Updated in Future Plans**

The need or amount of capital investment required to meet the following emerging needs are not funded in this year's plan but will be reviewed in the subsequent year's capital plan as additional planning and uncertainty around project-specific issues are resolved.

- **Log Cabin and Hidden Valley Ranch Juvenile Facilities.** Given continued statewide conversations about the establishment of regional youth correctional

Plans to meet  
these  
emerging  
capital needs  
will be  
updated in  
future  
editions.

facilities, possible capital investments to expand and change the programming of this facility – estimated at \$111 million – will be closely monitored in ten-year capital plans prepared in future years.

## Crime Prevention and Criminal Justice Facilities

Program / Project	SPENDING PLAN			FY 2013- PLAN			TOTAL	BACKLOG
	FY2008	FY2009	FY2010	FY2011	FY2012	FY 2017		
<u>State of good repair renewal - Needed</u>								
State of good repair renewal	772	951	1,045	1,163	1,291	9,437	14,659	9,163
ADA Transition plan improvements	1,179	2,676	37,785	558	2,767		558	56,245
Relocation of the SFPD's Crime Lab	1,970	17,539		11,838				19,509
Relocation of the SFPD's Southampton District to Mission Bay	1,100	5,000	10,000	785,000				801,100
Replacement of the Hall of Justice	3,000	3,000					6,000	
Hall of Justice Interim Improvement program								
SFPD Central District Station Interim Improvements			2,000				2,000	
SFPD Central District Station Replacement								32,819
Expansion and Renovation of the Police Training Academy	3,308		35,000					
County Jail 3 Demolition								3,308
Sheriff's Department Regional Training Facility								35,000
Replacement of the Youth Guidance Center Administrative Building								54,296
Consolidation of Family Court Services at YGC Campus								99,628
Log Cabin Ranch Expansion								99,628
Hidden Valley Ranch Reactivation								43,002
<b>TOTAL</b>	<b>11,329</b>	<b>29,166</b>	<b>85,830</b>	<b>798,560</b>	<b>4,058</b>	<b>177,146</b>	<b>1,106,088</b>	<b>174,817</b>
<u>REVENUES</u>								
Local - General Fund	5,021	3,627	3,045	1,722	1,291	9,437	24,142	
Local - GO Bond				600,000		668,081	668,081	
Local - General Fund Debt		16,119	41,640	11,838	2,767		72,364	
Local - Capital Planning Fund		5,000	6,145	(15,000)			(3,885)	
Local - Other Sources	3,308	1,420	35,000				39,728	
Federal								
State	3,000	3,000		200,000		99,628	305,628	
<b>TOTAL</b>	<b>11,329</b>	<b>29,166</b>	<b>85,830</b>	<b>798,560</b>	<b>4,058</b>	<b>177,146</b>	<b>1,106,088</b>	

## B. Fire Protection and Emergency Response Facilities



## B. Fire Protection and Emergency Response Facilities

The San Francisco Fire Department (SFFD) and the Emergency Communications Department manage 42 fire stations in the City, three fire stations at the San Francisco International Airport, a central emergency communication and dispatch center, and over 20 additional infrastructure and support facilities. Several of these structures are over 90 years old.

Map ID	Facility	Map ID	Facility
1	Salt Water Pumping Station #2 (At Fort Mason)	33	Sunset Tank & Pump Station
2	Fire Station #28	34	Fire Station #18
3	Fire Station #16	35	Fire Station # 40
4	Fire Station # 2	37	Ashbury Street Tank & Tank House
5	Fire Station # 13	38 - 39	Twin Peaks Reservoir
7	Fire Station # 41	40	Palo Alto Avenue
8	Jones Street Tank & Tank House	41	Fire Station #24
9	Fire Chief's Residence	42	Fire Station #20
10	Fire Station # 38	43	Fire Station #39
11	Fire Station #10	44	Fire Station #26
12	Fire Station #3	45	Fire Station #11
13	Fire Station #35/Fire Boat HQs	46 - 47	Fire Division of Training
14	Fire Station # 1	48	Fire Station #7- Division 3 Headquarters
17	Emergency Communications Center	49	Fire Station #37
18	Fire Headquarters/Salt Water Pump Station #1	50	Old Station 16 (Inactive)
19	Fire Station # 8	51	Bureau of Equipment Headquarters
20	Fire Station #5	52	Fire Station #2
21	Fire Station #34	53	Fire Station #9
22	Fire Station # 14	54	Arson Unit HQ and Supply Depot
23	Fire Station #31	55	Fire Station #17
24	Fire Station # 21	56	Fire Station #42
25	Fire Station # 36	57	Fire Station #32
26	Old Station 21 (Inactive)	58	Fire Station #15
27	Old Station 30 (Inactive)	59	Fire Station #7
28	Fire Station #29	60	Fire Station #33
29	Fire Station #6	61	Fire Station #43
30	Fire Station #12	62	Fire Station #44
31	Fire Station #22	63	Fire Station #48 (Treasure Island)
32	Fire Station #23		Not Shown Airport Fire Stations 1, 2 & 3

## A. Fire and Emergency Response Facilities Highlights

The majority of the city's fire and emergency response facilities have been modernized and seismically braced during the past twenty years. Forty of the Fire Department's 42 stations were renovated or replaced through the 1992 Fire Facility and 1989 Earthquake Safety bond programs. The Fire Department's Arson Headquarters and Bureau of Equipment warehouse were also renovated during this period. A new Emergency Communication Center was completed in 1999 to provide a modern facility to house the City's 911 call taking and response functions, consolidating functions from obsolete facilities at risk of damage in an earthquake.

However, several key capital investments are required to address remaining facility and infrastructure that support fire and emergency response services. Treasure Island Fire Station (Station 48) and the Bureau of Training were not renovated under previous programs. The Fire Boat Headquarters (Station 35) is housed in a functionally deficient facility on a seismically weak pier. Finally, while improvements to the City's auxiliary water supply system (AWSS) have been completed through the 1986 Fire Facility bond program, major portions of this important system are over 70 years old and at risk of failure in a major earthquake.

Given its priority on public safety and health, the plan proposes significant investments in the fire protection system during its first five years.

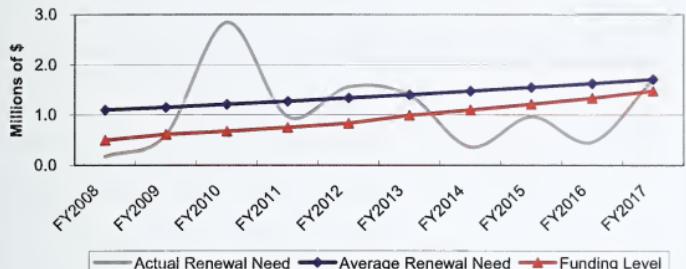
The ten-year capital plan proposes significant capital investments to meet these remaining needs, including recommended investments of \$120 million for regular facility renewal costs, repair and seismic improvements to the Auxiliary Water Supply System (AWSS), renovation of the Fire Boat Headquarters (Station 35), and a new fire station in the Mission Bay neighborhood.

### 1. Renewal Program

While not a renewal, these projections do not include maintenance of the AWSS system, for which \$25 million is programmed to address critical routine, ongoing maintenance needs.

Using the facility system renewal model discussed earlier, the maintenance of the City's fire and emergency response facilities is estimated to cost \$21 million over the ten-year plan cycle assuming continued reuse of all current facilities. This is down 22 percent from the FY2007-2016 Capital Plan. This is due to (1) a reduction in maintenance investments needed for the fire boat headquarters – which is planned for a full renovation in the ten-year plan and (2) revised maintenance cost estimates for buildings such as the Arson Task Force office building and warehouse. Given funding constraints, the plan allocates \$9.5 million to meet these needs. In addition, these facilities suffer from a preexisting backlog of \$42 million of deferred maintenance needs.

## Fire and Emergency Services Facilities Renewal



The Renewal Curve line on the graph to the left reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The Renewal Curve line on the graph above shows the gap between annual renewal need and funding shrinking from \$602,000 in 2008 to \$235,000 in 2017.

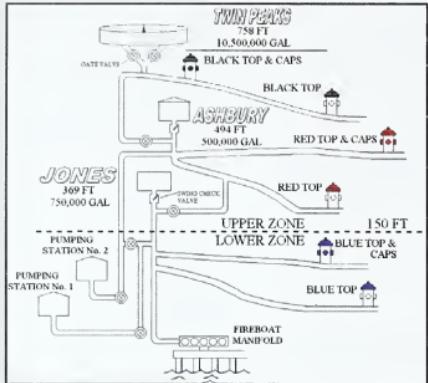
- **Renewal or state of good repair investments.** The large majority of proposed renewal investments are for small systems across this network of facilities. Only three facilities are expected to require investments of more than \$500 thousand. These include the Fire Department Headquarters/Salt Water Pump Station #1 and Salt Water Pump Station #2 at Fort Mason that were both built in 1912, and Fire Station 48 located on Treasure Island.
- **Renewal investments in AWSS system.** The plan proposes \$25 million to replace aging and corroded water pipes and connectors, repair cisterns and water tanks, and install motorized actuators on isolation valves during the plan cycle. This funding does not include investments in systems slated for replacement as part of the enhancement program.

In addition to the costs shown on the renewal chart above, fire and emergency response facilities face a preexisting backlog of \$42 million in deferred maintenance needs. Given funding constraints, no funds are proposed to address this deferred maintenance backlog.

- **Deferred maintenance impacts.** Despite upgrades in the past fifteen years, three fire stations (numbers 9, 10, and 20) have a backlog greater than \$1 million in repairs.

## 2. Enhancement Program (FY2008 – FY2017)

The plan proposes an investment of \$108 million to fund improvements to the City's fire and emergency response facilities and infrastructure during the plan period, all prioritized during the first five years of the ten-year cycle. The majority of these investments are funded with a proposed 2009 fire protection system G.O. bond. The major enhancements are outlined below.



*AWSS Components*

- **Fire Protection AWSS Upgrade.** The plan dedicates \$80 million for the upgrade and partial replacement of the City's high-pressure emergency fire protection system, the Auxiliary Water Supply System (AWSS) system, funded with a proposed 2009 fire protection system G.O. Bond. Efforts are underway to hire consultants to conduct a system wide capital assessment to inform the final scope of this project and the potential need to expand the system to other portions of the city. Funds to complete the planning phase are scheduled to continue over the next year with the expectation that construction will begin in FY2010. Costs and schedules will be updated in future capital plans as they are refined.

- **Fire Boat Headquarters.** A new Fire Boat Headquarters will be built on Port property with \$8.4 million in funds from the fire protection system G.O. Bond plus \$3.1 million in other sources to retrofit the underlying piles and beams of Pier 22 ½. The existing structure is a historic building built in 1908 that is seismically unsound and would be too expensive to renovate for Fire Department needs. Phase I proposes to replace the vertical supports and cross beams of the underlying Pier 22 ½ and Phase II proposes to seismically retrofit, expand, and improve the accessibility of the existing two-story fire house.



*Fire Boat Headquarters*

- **Mission Bay Fire Station.** The development of Mission Bay – including the creation of 5,000 new housing units and over 2 million square feet of commercial uses – requires the construction of a new fire station in the neighborhood. The construction of this station is estimated to cost \$16.2 million. Initial planning and construction funds of \$1.6 million are invested in 2008 followed by a \$14.6 million investment in 2009. Twenty percent (\$2.7 million) of the project is funded by developer contributions. The remainder is from the General Fund in 2008 and General Fund-supported debt in 2009. This project is required under the area redevelopment agreement.

### 3. Enhancement Program (FY2013 – FY2017)

No major facility enhancements are proposed for the second five years of the plan cycle.

## B. Deferred Projects

The proposed ten-year capital plan defers the following improvements proposed for fire and emergency services.

- **Old Station 16 Renovations.** Given other priorities, all investments at this inactive station are deferred from the ten-year planning horizon. Work required to reopen this station is estimated to cost \$7.4 million.
- **Old Station 1 Replacement.** Given other priorities, all investments at this inactive station are deferred from the ten-year planning horizon. Work required to reopen this station is estimated to cost \$34 million.

## C. Emerging Needs to Be Updated in Future Plans

The need or amount of capital investment required to meet the following emerging needs are not funded in this year's plan, but will be reviewed in the subsequent year's capital plan as additional planning is completed and uncertainty around project-specific issues are resolved.

- **Hunters Point Fire Station.** Future development of the Hunters Point Shipyard may require the construction of a new fire station for the area at an estimated cost of \$32 million. The current Navy-owned station lacks separate dormitory facilities for men and women and is not in compliance with ADA standards. The City will monitor both the schedule and extent of development at the shipyard to determine the need to address this potential need in coming years, as the development project progresses, and will update future plans accordingly.
- **Fire Department Training Facility Relocation.** Economic constraints and uncertain timing of the development of Treasure Island has led to no proposed funding for the modernization and relocation of the Fire Department's training facilities. This project would replace the Fire Department's current training facilities at 19th and Folsom and Treasure Island with a new combined facility that includes training classrooms, apparatus storage, a vehicular training field, drill tower, live fire simulators, a fireboat dock, and separate showers/locker facilities. This project will likely be required given future development of Treasure Island, which may fall outside of the ten-year plan cycle. The total current estimated cost of this project is nearly \$123 million. The City will monitor development schedules on Treasure Island and amend future ten-year capital plans as appropriate.

Strategies to address emerging capital needs will be updated in future plans.

- **Expansion of the City's Emergency Operations Center.** The City's Emergency Operations Center at 1011 Turk Street suffers from overcrowding and requires renovation and expansion to improve the facility's use in the event of an emergency. In the coming year, the City will refine the scope and cost of the program and determine a funding strategy for meeting it.

## Fire Protection and Emergency Response Facilities

Program / Project	SPENDING PLAN			FY2013- FY2017			PLAN TOTAL	BACKLOG	DEFERRED
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013			
State of good repair renewal - Need	1,103	1,783	1,872	1,965	2,064	11,973	20,759	41,895	
<b>SPENDING PLAN</b>									
State of good repair renewal	501	618	679	756	838	6,130	9,522	5,952	
ADA transition plan improvements				232			232		
911 Center Expansion								28,563	
Fire Protection AWSS Upgrade	500	1,000	78,719				80,219		
Fire Boat Headquarters - Phase I	223	2,925	0				3,147		
Fire Boat Headquarters - Phase II			8,423				8,423		
New Mission Bay Fire Station	1,642	14,574					16,217	7,417	
Old Station 16 Renovation								122,862	
SFFD Training Facility Relocation and Expansion				2,431					
SFFD Training Facility Interim Repairs									
New Hunters Point Fire Station								32,252	
Fire Station 1 Replacement								34,094	
<b>TOTAL</b>	<b>2,866</b>	<b>19,117</b>	<b>90,252</b>	<b>988</b>	<b>838</b>	<b>6,130</b>	<b>120,192</b>	<b>273,035</b>	
<b>REVENUES</b>									
Local - General Fund	2,644	618	3,110	988	838	6,130	14,328		
Local - GO Bond				88,892			88,892		
Local - General Fund Debt							12,094		
Local - Capital Planning Fund				1,000	(1,750)		(750)		
Local - Other Sources				5,405			5,627		
Federal									
State									
<b>TOTAL</b>	<b>2,866</b>	<b>19,117</b>	<b>90,252</b>	<b>988</b>	<b>838</b>	<b>6,130</b>	<b>120,192</b>		

## C. Public Health and Human Services Facilities



## C. Public Health and Human Services Facilities

The Department of Public Health (DPH) and the Human Services Agency (HSA) operate a broad range of facilities that provide direct public health and safety net services to the city's citizens. DPH manages two major medical campuses – the San Francisco General Hospital campus and the Laguna Honda campus – which together house 24 facilities. Additionally, the department operates primary care health clinics through ten city-owned facilities located citywide. HSA manages eight facilities including three homeless shelters, three children's resource centers, and two administrative buildings. Both departments provide programs at a number of leased properties as well.

As discussed in Section 1, this year's plan captures leased facilities where the City is responsible for maintaining building subsystems. As a result, renewal funding for 1235 Mission Street has been added. It is expected that additional HSA rental facilities will be included in future years.

Map ID	Facility	Map ID	Facility
1	Health Center Four	16	Health Center Three
2	Maxine Hall Health Center	17	Southeast Ambulatory Health Center
3	N. of Market Senior Service Center	18	Alemany Emergency Hospital and Treatment Ctr
4	DPH Central Office (DOC)	19	HSA Children's and Family Health Center
5	Tom Wadell Center	20	HSA CalWorks Offices
6	1360 Mission Street	21	HSA Polk Street Homeless Center
7	San Francisco City Clinic, 555 7th Street	22	HSA 850 Broderick Street
8	Health Center Five	23	HSA Family & Children's Services Court Office
9	Health Center One	24	ETS-50 Van Ness Ave.
10	Sunset Mental Health	25	HSA 5th Street Homeless Center
11	Laguna Honda Hospital Campus	26	HSA PAES Success Center
12	598 Portola Drive	27-31	HSA 150 and 170 Otis Street
13	Community Health Network Headquarters	28	HSA FCS Foster Care
14	Caleb Clark Potrero Hill Health Center	29	HAS-Mother Theresa Dinning Hall
15	San Francisco Hospital Campus	30	HSA-CalWORKs – 1800 Oakdale

## A. Public Health and Human Services Facilities Highlights

An \$800 million replacement of the San Francisco General Hospital, among the highest priority projects facing the city, is the second largest investment in the ten-year capital plan.

Due to their size, the Public Health and Human Services facilities receive more funds for renewal than any other General Fund area.

Substantial capital improvements to the city's public health system are underway. In 1999 City voters approved a \$400 million capital improvement project for the Laguna Honda Hospital, which is currently under construction. Additionally, the city is in the final year of a clinic modernization program to address core capital needs, modernize facilities, and improve disability access in the city's public health clinics.

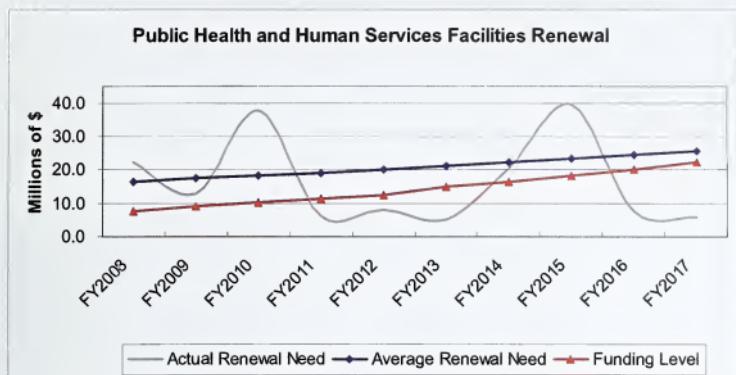
Given the size and complexity of the system, however, significant and high-priority capital needs remain. The ten-year capital plan proposes investments of more than \$1 billion to address needs in the city's network of public health and human service facilities. Ninety-eight percent – or \$1.01 billion – is programmed to meet needs for DPH facilities. Most of this is for the replacement of the acute care facility at SFGH, which is estimated at \$787 million.

### 1. Renewal Program

Using the facility renewal model discussed earlier in the plan, the maintenance of public health and human services facilities, assuming continued use of all facilities, is estimated to cost \$209 million during the 10-year plan cycle, an increase of 32 percent from last year. The increase in need is largely due to the inclusion of certain buildings on the Laguna Honda Hospital campus that current plans envision retaining for reuse; last year's plan assumed these would be demolished and excluded from projections of future investment needs. The 10-year average annual facility renewal need for these buildings alone is more than \$3 million, totaling more than \$40 million over the course of the plan.

Given funding constraints, the plan allocates \$143 million to these needs, an increased investment of 39 percent. Of this total proposed investment, approximately 87 percent is for DPH facilities. These facilities are also facing an additional backlog of deferred maintenance needs of \$158 million that is not funded by the Plan.

The recent completion of a modernization program in most of the public clinics results in fairly low renewal costs for these facilities. This is not the case for several buildings at the SFGH and LHH campuses, and the Human Services Agency administrative buildings.



The Renewal Curve line on the graph to the left reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The gap between annual renewal need and funding shrinks from \$9 million in 2008 to \$3.5 million in 2017.

- **Renewal or state of good repair investments at SFGH.** Buildings with more than \$5 million in backlog and renewal costs include Building 1, Building 5, Building 10, Building 20, Building 30, Building 80, Building 100, and Path Building 3. Building 5 is the most expensive facility with a 10-year average annual renewal need of \$8 million, totaling \$101 million over the course of the plan.
- **Renewal investments at Laguna Honda Hospital.** Renewal investments will be needed at the LHH campus since current plans assume the reuse of Main Hospital Buildings A, B, C, and H after the current occupants are moved to new buildings. These four buildings account for 23% of DPH's total facility renewal costs.

Clarendon Hall and the Main Hospital Buildings D, E, F, G, L, and O (and potentially Buildings K and M) are scheduled for demolition in 2009 and 2010. Thus, investments in these buildings will be limited to life and safety issues.

- **Renewal investments at HSA facilities.** The renewal need at 170 Otis is nearly \$16 million, including a backlog of more than \$1 million that is not addressed. Another significant portion of this need is 1235 Mission, with a total need of \$7.5 million. Adding this leased property to this year's plan nearly doubles the department's average annual renewal need. 170 Otis and 1235 Mission account for approximately two-thirds of the total renewal need for HSA facilities.

## **2. Enhancement Program (FY2008 – FY2012)**

The plan proposes approximately \$807 million to fund improvements to Health and Human Services facilities during the first five years of the plan. This represents 90 percent of the \$892 million in total enhancement funds for the entire 10-year plan cycle. The major projects covered in the first five years are highlighted below.

Final planning for the SFGH replacement project will be completed with \$12 million of funding in FY 2008. This investment will refine the building program and cost estimates prior to submission of a financing proposal to the voters.

- **San Francisco General Hospital.** SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, psychiatric, and rehabilitation services for adults and children. In addition, SFGH operates the only Trauma Center (Level 1) for 1.5 million residents of San Francisco and northern San Mateo County.

The impetus for this project is state Senate Bill 1953 that requires all California acute care hospitals to meet upgraded seismic safety standards by either retrofitting existing buildings or electing the option to rebuild a new hospital building by 2013.

As with other large large-scale projects in the early planning phases, the cost estimates may need to be adjusted in future plans. Several factors contribute to such changes including program adjustments, site acquisition, alternate delivery methods, and changing rates of construction cost escalation.



Proposed site for new hospital is between buildings 20 and 30 on existing SFGH campus.

Along with the \$13 million allocated in FY 2007, an additional \$12 million is allocated in the first year of this plan to complete the planning process for the new acute care hospital. This planning effort will form the basis for an \$800 million General Obligation bond measure brought to the voters in November 2008. This initial \$25 million investment comes from the General Fund and would be reimbursed after the sale of G.O. bonds for the entire project.

Various sitework is underway in preparation for the rebuild. This includes a recently completed hazardous materials investigation, the selection of a geotechnical engineering team to take soil samples, and the hiring of a project manager. The Environmental Impact Review Request for Qualifications (RFQ) was put out to bid in early January 2007. DPW is currently drafting the Architectural and Engineering RFQ, with DPH anticipating it will be ready to bid within the first three months of 2007.

- **Laguna Honda Hospital.** In November 1999 San Francisco voters approved a General Obligation Bond to replace the existing hospital building to provide a clinical and operational link between the new and old buildings. The City is also using a substantial portion of the Tobacco Settlement revenues to finance the replacement project. The total budget for the project is \$482 million.

Groundbreaking for construction occurred in November 2003. The South Residence Tower is scheduled for resident occupancy in December 2008. The Link and East Towers will be ready for occupancy in February and April 2009, respectively. The West Tower, if funded, is scheduled to open in December 2011. Resident occupancy of the Main Building will be phased downward over this two to three year period as the new towers go up.

- **Primary Care Center Modernization Project.** DPH is completing several capital improvement projects at its health clinics including seismic upgrades, architectural improvements, ADA improvements and HVAC upgrades. The total proposed investment over the 10-year plan is \$2.5 million, with no more funds needed after FY 2008.
- **SFGH Helipad.** The plan proposes to build a helipad on the roof of the existing SFGH Hospital (Building 5). This will give SFGH the ability to accept critical trauma patients by air. Funding from the SFGH Foundation has been identified for this \$5.7 million project.
- **SFGH Emergency Generator Replacement.** This project is a joint effort between DPH and the SFPUC. Funding for project design was provided by the SFPUC. The \$3.5 million proposed in this ten-year plan will replace existing emergency generators servicing the main campus, resulting in a more reliable emergency power source and substantial energy savings.

### **3. Enhancement Program (FY2013 – FY2017)**

The second five years of the plan recommends the seismic upgrade and renovation of the DPH administrative building at 101 Grove Street. The Plan invests \$86 million in FY 2015 for this project.

## **B. Deferred Projects**

The proposed ten-year capital plan defers the following investments for health and human services facilities.



Building 20, shown above, is one of the older brick buildings in need of a seismic upgrade.

- **Remaining SFGH Campus Seismic Upgrade.** The plan defers any seismic and life safety cost investments for Buildings 1, 9, 10, 20, 30, 40, 80, 90, and 100. These nine buildings cover approximately 490,000 square feet, and it is estimated to cost \$362 million to seismically upgrade these facilities. This work will need to be addressed in a future decade, after the lengthy process to relocate the main hospital to a new building on the campus is completed.
- **LHH Seismic Upgrade.** Funding constraints and the already significant investment in Laguna Honda Hospital have led to the deferral of this project. Buildings A, B, and C, which serve as the Department Operations Center (DOC) for the facility in the event of a major emergency, have a Seismic Hazard Rating (SHR) of 3. These facilities house divisions such as Hospital Administration, Accounting, Personnel, MIS, and others that provide critical functions and essential services to both the hospital and the City in the event of an emergency. The project cost is estimated at \$19 million. Funding options for this project will be reviewed in subsequent plans.
- **150 Otis Seismic Upgrade.** In order to reactivate the unused space at this facility, a seismic life safety analysis first needs to be conducted. The cost for such an analysis is included in the estimate for the renovations at 150 Otis that are deferred in this plan. The proposed estimate for seismically upgrading this building is \$40 million. More in-depth planning for this project will be completed in future plans.
- **150 Otis Renovations.** Various capital improvements at 150 Otis are deferred in this plan, given the seismic weakness of the building. The proposed renovations would allow much of the space to be reactivated and more efficiently used. Currently, only two floors are used for a homeless shelter. Other floors, which are now only used for Family and Children Services and HSA storage, could be used for a variety of other purposes, including housing, shelter, or office space. The estimated cost of this project is \$1.2 million.
- **170 Otis Seismic Upgrade.** Another proposed seismic upgrade for HSA's 170 Otis is deferred in the ten-year plan. The cost for this project is estimated at \$51 million.

## Public Health and Human Services Facilities

Program / Project		FY2008	FY2009	FY2010	FY2011	FY2012	FY2013-	PLAN	TOTAL	BACKLOG
							FY2017			
DPH State of good repair renewal - Need		13,618	14,299	15,014	15,765	16,553	96,038	171,286	150,843	
HSA State of good repair renewal - Need		2,964	3,112	3,268	3,431	3,603	20,904	37,282	6,727	
<b>SPENDING PLAN</b>										<b>DEFERRED</b>
<u>DPH</u>										
State of good repair renewal		6,193	7,628	8,285	9,333	10,382	75,695	117,586	73,504	
ADA transition plan improvements		1,179	3,236	2,873	809			8,086	8,086	
SFGH Rebuild		11,900	775,000					786,900		
Remaining SFGH Campus Seismic Upgrade									361,800	
SFGH Emergency Generator Replacement Project		3,500						3,500		
Heliport at SFGH		0	5,700					5,700		
Primary Care Center Modernization Project		2,500						2,500		
DPH Administration Building Seismic Bracing										
Laguna Honda Hospital Seismic Upgrade (A, B, & C)										
<b>Total</b>		25,271	791,564	11,258	9,333	11,161	161,376	1,009,963	605,347	
<u>HSA</u>										
State of good repair renewal		1,348	1,660	1,825	2,031	2,253	16,476	25,594	15,999	
ADA transition plan improvements		55	425	60				540	1,115	
150 OHS Repairs									40,100	
150 OHS Seismic Upgrade									51,078	
170 OHS Seismic Upgrade										
<b>Total</b>		1,403	2,086	1,825	2,092	2,253	16,476	26,134	115,019	
<b>TOTAL</b>		26,674	793,650	13,083	11,424	13,414	177,852	1,036,097	720,366	
<b>REVENUES</b>										
Local - General Fund		26,674	12,950	13,083	11,424	13,414	92,171	169,716		
Local - GO Bond			800,000				85,581	895,681		
Local - General Fund Debt								(25,000)		
Local - Capital Planning Fund									5,700	
Local - Other Sources										
Federal										
State										
<b>TOTAL</b>		26,674	793,650	13,083	11,424	13,414	177,852	1,036,097		

## D. Recreation and Park Facilities



### Legend

- Clubhouses and Activity Centers
- 🚩 Rec Centers
- ★ Community Gardens
- Community Pools
- ▲ Golf Courses
- [Green Shaded Box] Parks and Open Space

## D. Recreation and Park Facilities

The Recreation and Park Department (RPD) has jurisdiction for over 230 properties with hundreds of buildings and recreation facilities throughout San Francisco and two other properties outside the City and County limits. Most of these properties contain one or more buildings and/or recreation facilities. All facilities contain infrastructure such as paving, signage, irrigation, electrical, water and sewer systems. The Recreation and Park Department is the largest landholder of all the departments primarily supported by the General Fund.

### A. San Francisco's Recreation and Park Facilities

Following voter approval of a \$110 million bond in 2000, the City leveraged bond funds with grants, gifts and local sources to initiate 175 capital projects valued at over \$623 million. In addition to 12 new acquisitions, these included 16 clubhouse renovations, seven community pools, two golf courses, nine natural area restorations, nine recreation centers, three community gardens and 83 playgrounds. To date, 104 projects are complete or in close-out, while the others are in planning, design or construction.

However, at least 200 facilities still suffer from deferred maintenance, structural problems, disability access, and other programmatic deficiencies. The ten-year capital plan proposes an investment of \$68 million in renewal and maintenance at these facilities, as well as a \$25 million revenue bond and two \$150 million G.O. Bond proposals to address improvement projects over the next ten years. These bonds will address some of the \$72 million in deferred maintenance, \$350 million in current backlog, and \$106 million in system wide modernization needs. The plan defers all remaining projects beyond the ten-year horizon of this plan.

In 2006, the Recreation and Park Department (RPD) contracted with the construction management firm 3D/I to conduct a comprehensive assessment of its capital assets. The assessment of 215 RPD sites was completed in February 2007. The detailed information provided by this assessment was used to determine the total backlog and systemwide modernizations needs and will be incorporated in future years into the City's Facility Resource Renewal Database.

While funding levels for Recreation and Park in this plan are based on information in FRRM, the maintenance repair backlog is based on projections from 3D/I's review of 110 sites.

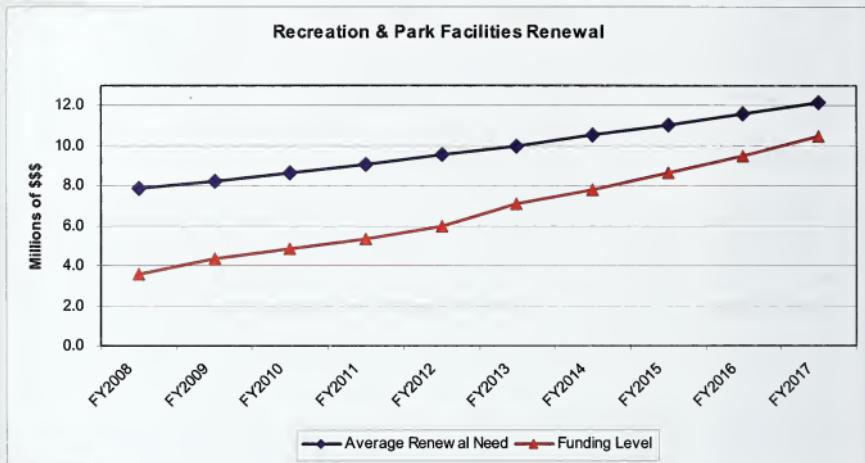
#### 1. Renewal Program

Using the facility renewal model discussed previously in the plan, the maintenance of the City's recreation and park facilities is estimated to cost \$99 million over the ten-year plan cycle, assuming continued reuse of all current facilities. In addition, these

Approximately \$40 million in renewal costs for roads maintained by the Department have been shifted to the Streets and Rights of Way section of this year's Plan.

facilities suffer from a preexisting backlog of nearly \$49 million of deferred maintenance needs.

The capital plan recommends \$68 million in total renewal investments over the 10-year period. Given funding constraints, only the portion of bond proceeds allocated to maintenance needs will directly reduce the \$350 million backlog in deferred maintenance.



The Renewal Need is a 10-yr average. By increasing renewal investments each year, the shortfall between need and available funding shrinks from \$4.2 million in 2008 to \$1.7 million in 2017.

## 2. Enhancement Program (FY2008 – FY2017)

The ten-year capital plan proposes total investments of over \$400 million over the plan cycle to address a large number of system renovation and improvement needs. These proposed investments are summarized below.



Rendering of Hamilton Recreation Center and Pool

- **Completion of “on hold” neighborhood park and facility improvements.** Given unanticipated cost increases and increases in project scope beyond original expectations, a number of neighborhood facility and park improvements were placed on hold two years ago. The City has invested approximately \$40 million during the past two years to move a number of on-hold projects forward. However, a shortfall of \$35 million has prevented this from happening. The financing plan approved by the Board of Supervisors in the spring of 2006 proposes to complete the on-hold projects with a combination of a \$25 million

Open Space lease revenue bond and \$10 million in General Funds. These investments will complete all Phase I neighborhood improvement projects, including the seismic upgrade and renovation of Hamilton Pool, one of the city facilities at highest risk of damage in the event of an earthquake. While the Phase I Neighborhood Park Program is forecasted to be fully funded, the Golden Gate Park and Marina Renovation Program currently have a forecasted funding deficit. The bulk of this deficit is expected to be covered by future State funding.

- **Playfield renovation program.** The department is in the early phases of a major program to renovate city soccer, baseball, and other playing fields with more durable artificial fields. The plan proposes total investments of \$18 million during the first three years of the plan for these improvements. The plan assumes General Fund investments of approximately \$6 million during this time period to leverage \$12 million in philanthropic gifts and grants to complete this program. To the greatest extent possible, the City and County will increase its investment as private financial commitments increase to continue leveraging private funding. The extent of the program and progress in meeting these financial planning goals will be updated in future plans.

Two Park System Renovation G.O. bonds totaling \$300 million are proposed for the coming decade. The first bond, proposed for June 2008, will allow the department to continue its system improvement program without losing the expertise developed during the current phase of projects.



- **Marina renovation program.** The department is in the planning phase of a major program to renovate the San Francisco Marina Yacht Harbor. The plan proposes total investments of \$36 million over the course of 8 years. The project will be broken into two phases, with the West Harbor renovations in the first phase, followed by renovations in the East Harbor (aka Gas House Cove). The project will be funded through a loan secured from the State's Department of Boating and Waterways, secured by Marina generated revenues.

Capital Planning Committee members recommended that the prioritization criteria used to define the scope and projects eligible for funding through the Recreation and Park June 2008 GO Bond be applied equally to all city open space and recreational assets, existing or proposed. This includes potential open space development in property owned by the Port and plazas and squares owned by DPW.

- **System wide renovation and improvement program.** As discussed previously in this section, the city has recently identified financing to complete all "on hold" Phase I neighborhood park and facility improvement projects. These projects will be completed within the next several years.

## B. Deferred Capital and Emerging Needs

As noted above, the proposed investment of \$325 million G.O. and revenue bond proceeds during the coming ten years will not address all possible facility and park improvement projects, but should allow the department to address key priorities system wide and invest in targeted programmatic enhancements. Future plans will update possible work that would require deferral given this level of investment, as the department continues to refine existing departmental capital plans given this proposed funding level.

## Recreation & Parks

Program / Project	FY2008	FY2009	FY2010	FY2011	FY2012	FY 2013- 2017	PLAN TOTAL	BACKLOG
	<u>SPENDING PLAN</u>						<u>DEFERRED</u>	
Slate of good repair renewal - Need	7,840	8,232	8,644	9,076	9,530	55,292	98,615	48,652
State of good repair renewal								
Current 3DI backlog	<b>349,967</b>							
Civic Plaza or Square	39,015							
Mini Park	10,120							
Neighborhood Park or Playground	140,492							
Regional Park	151,829							
Other (Campground, Community Garden, Concession & Parkway)	8,512							
Systemwide Modernization	105,556	6,000	6,000	6,000		18,000		
<b>TOTAL</b>	<b>455,522</b>	<b>150,000</b>				<b>175,000</b>	<b>325,000</b>	<b>277,281</b>
Seismic Upgrades (McLaren Lodge, Kezar Pavilion, etc.) *		7,280				7,280	26,477	
Yacht Harbor		16,500					36,000	0
Golf Courses							63,750	
Civic Center Plaza Renovation								85,517
<b>TOTAL</b>	<b>183,346</b>	<b>10,392</b>	<b>30,328</b>	<b>5,373</b>	<b>5,960</b>	<b>218,580</b>	<b>453,979</b>	<b>573,933</b>
<b>REVENUES</b>								
Local - General Fund	5,565	6,392	6,828	5,373	5,960	43,580	73,698	
Local - GO Bond	150,000					150,000	300,000	
Local - Capital Fund Debt						25,000	25,000	
Local - Capital Planning Fund								
Local - Other Sources								
Federal	4,000	4,000	4,000					
Slate	23,780					43,280		
<b>TOTAL</b>	<b>183,346</b>	<b>10,392</b>	<b>30,328</b>	<b>5,373</b>	<b>5,960</b>	<b>218,580</b>	<b>453,979</b>	

\* - NOTE: Current backlog does not include the seismic upgrades of the existing facilities. Based on recent data, McLaren Lodge, Kezar Pavilion, Palega Rec Center, Sunset Rec Center, GGP Nursery, and Mission Pool need seismic upgrades. \$7,280 in funding has been appropriated to seismic upgrade of McLaren Lodge and is included in the State Revenue line. Hamilton Pool, Upper Noe, Moscone and Chinese Rec Centers are funded and in design or construction.

## E. Streets and Rights-of-Way



## E. Streets and Rights-of-Way

The City's roadway network is complex. While surface transportation occurs on the roadway's surface, below it lies gas, electric, water, sewer, telephone, traffic signal, steam and other utility lines. Much of this underground infrastructure is supported by both private and public sector enterprise. Yet the surface improvements – roadways, sidewalks, landscaping and street structures – are supported by the General Fund.

The City maintains approximately 850 miles of streets and roadways comprising 12,458 street segments or blocks. In addition to these rights-of-way there are 37 miles of roadway within the City's Park System, which have been included in this year's Capital Plan update. The streets provide mobility for motorists, cyclists and pedestrians and access to private properties. Neither public transportation nor the movement of goods and services would be possible without a system of well-maintained streets. Although durable, streets do not last forever. Roadway surfaces must be routinely maintained, renewed and resurfaced.

Just as good roadways are important to vehicular and bicycle travel, sidewalks are important to pedestrian travel. In San Francisco as with other cities, the responsibility for sidewalk construction and maintenance falls on the property owner. However, the City bears the responsibility for sidewalks fronting City, State and Federal properties. San Francisco also maintains more than 30,000 street trees throughout the City and is responsible for sidewalk damage these trees cause. The City is also committed to the development and sustainability of its urban forest. However, street trees contribute to the need for sidewalk repair because sidewalks sometimes buckle as the trees mature. In all, there is approximately 12 million square feet of damaged sidewalks, 15 percent of which is the City's responsibility to maintain.

Although San Francisco has been at the forefront in providing access to the disabled, significant work remains. The need to accommodate the mobility impaired is essential in the public path of travel. For people with disabilities, senior citizens, parents with strollers, and others, curb ramps provide the only way to safely navigate public street intersections and sidewalks. There are 7,200 functioning intersections in San Francisco with 23,500 corners. Most of these corners have only one curb ramp or none. A recent inventory indicates we need to build ramps at 13,120 corners in every district in the City. To accommodate this requirement the Plan includes ADA improvements as an enhancement to those rights-of-way.

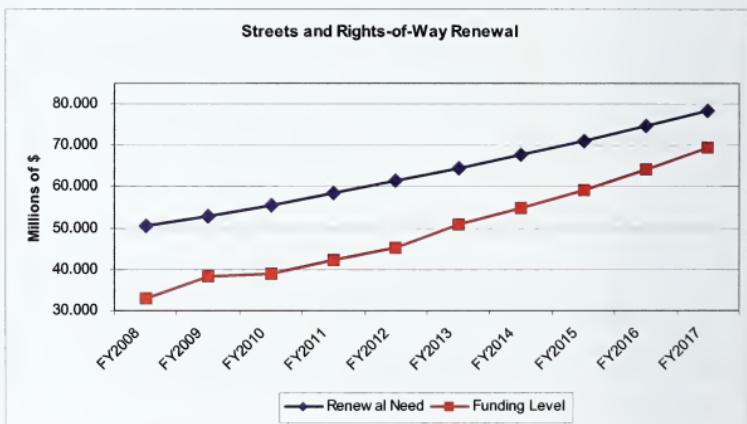
In addition to the streets and sidewalks, well-maintained street structures are an integral part of the street network. The City is responsible for maintaining 340 street structures, which include tunnels, retaining walls, viaducts, stairways, bridges, and overpasses. Their surfaces and structural components must be routinely maintained to keep them safe and prevent premature failure.

## A. Streets and Rights-of-Way

The Department of Public Works' (DPW) ten year capital plan predicts annual funding need based on paving renewal cycles ranging from 14 to 22 years, depending on the type of street, and an average paving cost of \$5.00 per square foot. Based on the use and condition of San Francisco's streets, the City should ideally appropriate \$36.5 million annually from federal, state and local sources for street resurfacing, increasing with inflation in future years. This funding level would maintain San Francisco's current average pavement condition index (PCI) of 64. To achieve an average PCI of 70 over the coming ten years, the City would need to appropriate \$50.4 million annually for street resurfacing.

The Renewal Need line is based on expected annual costs escalated over a 10-year period. The difference between the annual renewal need and funding level shrinks from \$17.4 million in 2008 to \$8.9 million in 2017.

If these streets are not paved within the optimal period, streets that normally only require "mill and fill" (grinding and replacement of asphalt) may need to be completely rehabilitated at five times the cost. The backlog reported in this Plan consists of the paving need generated from deferring road maintenance in the past due to inadequate funding. DPW currently estimates 6,518 segments of City-maintained streets are in need of rehabilitation, at a cost of approximately \$402 million.



### 1. Renewal Program

The total annual investment needs required to maintain right-of-way assets in their current condition is estimated at \$636 million over the next ten years, an increase of approximately 19 percent. Several factors contributed to this: the better estimate of need for street structures, the increased sidewalk repair need identified in the new Sidewalk Repair and Improvement Program, and the need to maintain more than 30,000 street trees, which was not included in the FY 2007-2016 Plan. The annual

investment need does not include approximately \$763 million of preexisting backlogs from deferred maintenance.

Given funding constraints, the plan allocates \$496 million to these needs, requiring the deferral of \$189 million in work until future plan periods. This investment is 31 percent greater than last year, an increase driven largely by a new sidewalk replacement program and State bond funds for street repair approved by the voters in November 2006.

To establish annual investment needs and deferred maintenance backlogs for streets and rights-of-way, the Plan uses a variety of different modeling tools. These are described below:

- **Street Resurfacing.** DPW has used a Pavement Management and Mapping System (PMMS) to track the condition of every block in the City since 1984. This system establishes a rating of streets that allows DPW to determine which streets are nearing the end of their useful lives. For streets with asphalt surfaces, PMMS identifies which streets should be resurfaced before damage is done to the concrete base.

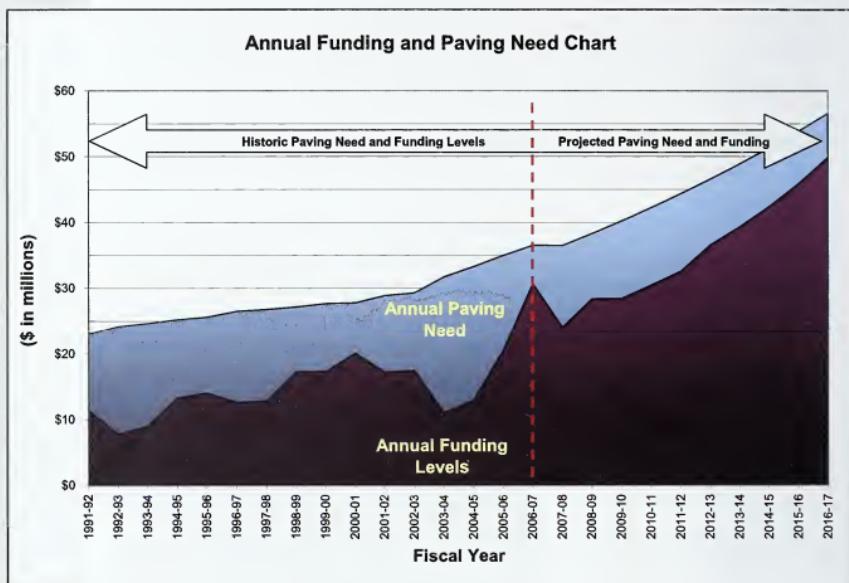
The best score a street segment can get is 100 (the optimal pavement condition index or PCI score); the PCI range requiring repaving is between 25 and 63. Pavement condition includes the ride quality, cracking, and raveling ratings of the roadway. These ratings are based on the smoothness and comfort of the ride as well as visual inspection. The data is analyzed to generate a list of streets requiring maintenance. Records from PMMS show that, due to fiscal restraints, San Francisco has been spending less on street maintenance each year than is needed to keep them in good condition, causing the average PCI scores to decrease over time from 78 in 1988 to a new low of 64 in 2005.



*Union Street before repairs*

If adequate funding is available, the life of paved streets can be extended through routine maintenance. If funding is not available the life cycle of a paved street is shortened, requiring replacement much earlier and at much

higher costs. While new pavements generally remain in good-to-excellent condition for several years with little or no upkeep, the rate of deterioration increases rapidly after 7-10 years. At approximately 20 years, the wearing surface must be replaced at higher costs.



Over the course of the 10-year plan, \$358 million is allocated for street resurfacing, meeting 78% of the projected total need of nearly \$460 million. This is an increase of approximately 8 percent from last year.

The sidewalk repair program, increased identified need for street structure repairs, street trees, and irrigation repairs have resulted in a much larger overall investment in Streets and Rights-of-Way over last year's plan.

- **Sidewalks.** The Department of Public Works has proposed a new proactive inspection and repair program for both public and private sidewalks. There are approximately 5,300 square blocks of sidewalks citywide, of which 97 percent are the responsibility of fronting private property owners. When fully implemented, the new program will inspect and repair approximately 200 square blocks per year of the City's most heavily traveled sidewalks for the next 25 years. The plan shows an annual cost for replacing defective sidewalks of nearly \$6 million, nearly six times more than last year. The inclusion of sidewalks that are the responsibility of private property owners is largely the reason for the increased investment in sidewalk repair. Of the total proposed investment of almost \$75 million, approximately \$42 million is to be funded by private property owners. In addition, funds are allocated to

reduce the backlog of existing deficiencies, whereas last year the preexisting backlog was not addressed.

- **Street Structures.** Repairs to street structures such as bridges, tunnels, viaducts, retaining walls, guardrails, and stairways includes repairing concrete, wood and metal components; rebuilding damaged construction joints; and fixing settled stairway landings that pose a tripping hazard for pedestrians. Until a database is developed that captures real maintenance costs, the Plan assumes \$5 million as the minimum annual investment need, an incremental increase from last year's assumption. Given funding constraints, the plan proposes a total investment of \$38 million over the ten-year plan cycle.



Highland Avenue  
Retaining Wall

- **Street Trees.** DPW is responsible for maintaining more than 30,000 trees throughout the City. On top of the costs associated with sidewalk repair, street trees must be maintained; the Capital Plan proposes a total investment of approximately \$22 million over the coming ten years.
- **Irrigation Repairs.** There are irrigation systems at 67 landscaped medians across the city. These must be routinely maintained to preserve the useful life of the systems and keep the landscaping in good condition. Irrigation systems obviate the need for manual watering that comes at a much higher cost to the City's operating budget. The Plan allocates \$3.7 million for this maintenance.

## 2. Enhancement Program (FY2008 – FY2017)

The vast majority of identified needs for this facility and infrastructure category are for renewal needs – those required to maintain existing assets in a state of good repair – as opposed to enhancing those assets. The one proposed enhancement to these current assets is described below.

- **Right-of-Way Disability Access Improvements.** The City must provide sidewalks, street crossings, and roadways that allow individuals to travel in the City. Significant investments are required to enhance the City's rights-of-way to meet this need for individuals with disabilities. The FY 2008-2017 Capital Plan proposes total investments of more than \$76 million in curb ramps, leaving an estimated \$70 million in upgrades for subsequent years.

Even with significantly higher annual investments in streets and rights-of-way, the plan will not reduce existing deferred maintenance backlogs.

## B. Deferred Projects

While the ten-year capital plan proposes to increase cash investments to meet an increasing percentage of annual renewal investment needs during the plan period, it does not provide funds to reduce preexisting backlogs of deferred maintenance. These backlogs are described below.

- **Street Resurfacing.** DPW considers a street eligible for repaving once its PMMS pavement condition index falls below 64. PMMS has identified approximately 6,518 street segments that are in need of renovation. This number represents the deferred maintenance backlog, which is the cost to bring those streets to a PMMS score of 100, currently estimated at \$402 million. The Plan proposes to defer the backlog until new revenues or other solutions are developed to resolve this deferred maintenance problem in future plan years.
- **Street Structures.** The majority of stairways, retaining walls, tunnels, bridges, overpasses, and other structures located in the public-right-of way were built many years ago. Most are nonconforming with respect to current codes. Bringing these stairways into compliance with building, accessibility, and other regulations will be necessary. No detailed assessments of either the annual investment need or backlogs of critical deferred maintenance have been completed in the past decade. For the purposes of this year's plan, \$323 million is estimated as a deferred maintenance backlog.
- **Recreation & Park Roads.** In this year's plan, the 37 linear lane miles of streets maintained by the Department of Recreation and Park have been moved into this section of the plan. The costs for grinding and replacing asphalt as well as basic maintenance (filling potholes, patching, etc.), estimated to cost \$39 million by the end of the planning cycle, are deferred.
- **Irrigation Upgrades.** Proposed upgrades to irrigation systems at several landscaped medians throughout the City are deferred at an estimated cost of \$24 million. The plan proposes investments in these irrigation systems in the form of maintenance; however, these upgrades must be deferred until revenue sources are identified in future plan periods.

## C. Emerging Needs to be Updated in Future Plans

The amount of capital investment required for the following program is not funded in this year's plan. It will be reviewed in the subsequent ten-year capital plans as additional planning is completed and uncertainty surrounding project-specific issues is resolved.

- **Great Streets.** The Great Streets Program was created in September 2005 to design and implement one-time capital investments on a series of streets across the city, demonstrating best practices in street design and the value of landscaping, lighting and pedestrian safety to improving life in our neighborhoods. Each streetscape improvement project is tailored to each street, neighborhood and community. Typical improvements include street trees, tree planting, site furnishings and lighting improvements. Completion of this plan is expected in the coming year, and will be reported in next year's ten-year capital plan.
- **Utility Undergrounding.** The \$3.7 million proposed investment is the final year of funding from the PG&E master settlement for street lighting associated with undergrounding of the more than 45 miles legislated to be undergrounded. According to the Utility Undergrounding Task Force Report, the citywide cost of undergrounding and associated street lighting is estimated at \$2.7 billion to be completed over 50 years beginning in FY 2009, resulting in an annual cost of approximately \$54 million. The Task Force recommends funding these costs with a future surcharge on utility bills.

## Streets and Rights-of-Way

Program / Project	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013-	PLAN	
							FY2017	TOTAL
<b>COSTS</b>								
Roads							401,773	
Recreation & Park Roads							39,022	
Street Structures							322,500	
Street Resurfacing	24,053	28,384	28,415	30,449	32,556	214,211	358,068	136,189
Street Structures	2,188	2,359	2,772	3,168	25,492	37,668	34,415	
Street Structures	5,922	6,218	6,528	6,855	7,198	41,760	74,480	
Sidewalk Repair								
Street Trees Maintenance	1,160	1,384	1,476	1,760	1,959	14,487	22,226	14,656
Irrigation Repairs	166	215	232	273	312	2,508	3,707	3,386
Curb Ramp Improvements	5,126	6,089	6,790	6,749	7,201	44,173	76,128	16,116
Great Streets Program								
Irrigation Upgrades								
Utility Undergrounding								
<b>TOTAL</b>	<b>41,877</b>	<b>44,478</b>	<b>45,800</b>	<b>48,857</b>	<b>52,394</b>	<b>342,632</b>	<b>576,037</b>	<b>1,148,620</b>
<b>REVENUES</b>								
Local - General Fund								
Local - GO Bond								
Local - General Fund Debt								
Local - Capital Planning Fund								
Local - Other Sources								
Federal								
State								
<b>TOTAL</b>	<b>41,877</b>	<b>44,478</b>	<b>45,800</b>	<b>48,857</b>	<b>52,394</b>	<b>342,632</b>	<b>576,037</b>	



## F. Arts and Convention Facilities



## F. Arts and Convention Facilities

The City operates three convention facilities, four major civic center arts facilities and auditoriums, four neighborhood arts cultural facilities, and a vacant arts gallery.

Map ID	Facility
1	Palace of Legion of Honor
2	Academy of Sciences Museum
3	M.H. De Young Memorial Museum
4	Moscone Centers (North, South, and West)
5	Asian Arts Museum
6	Brooks Hall
7	Bill Graham Civic Auditorium
8	Davies Symphony Hall/ Zellerbach Hall
9	War Memorial Veteran's Bldg
10	War Memorial Opera House
11	Arts Commission Gallery
12	Western Addition Cultural Center
13	South of Market Cultural Center
14	Mission Cultural Center
15	Bayview Opera House

## A. Arts and Convention Facilities Highlights

The City has achieved several important improvements to its arts and convention facilities during the past fifteen years. A new convention facility was completed in 2003 to provide needed exhibition space. In the early 1990s, the City completed the seismic retrofit and renovation of the War Memorial Opera House and Bill Graham Civic Auditorium using voter-approved earthquake safety bond funds.



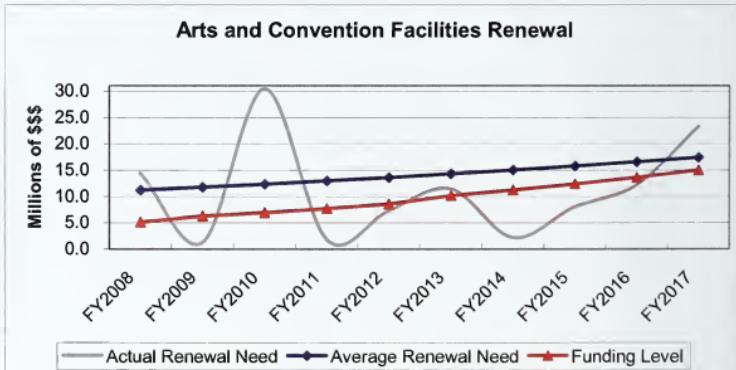
War Memorial Opera House

Several remaining facilities, however, suffer from seismic, disability access, and other deficiencies. The ten-year capital plan proposes the allocation of approximately \$224 million in both maintenance and improvements to these facilities. Investments to meet seismic and modernization needs of a single facility – the Veterans Building – account for \$114 million, more than half of the total investment in this category.

### 1. Renewal Program

Using the facility system renewal model discussed in Section 1, the estimated cost of keeping the City's arts and convention facilities in good repair is \$141 million, assuming continued reuse of all current facilities. This 40 percent increase in total need can be attributed to the addition of the following facilities to the renewal database: Asian Art Museum, Legion of Honor, and the Fine Arts Museum.

The Renewal Curve line on the graph to the right reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The gap between annual renewal need and funding shrinks from \$6.12 million in 2008 to \$2.96 million in 2017.



Given funding constraints, no funds are proposed to reduce the \$11.4 million backlog in deferred maintenance. This total does not include the backlog for the Veterans Building, since it is scheduled for a major renovation beginning in FY 2012.

## **2. Enhancement Program (FY2008 – FY2012)**

The ten-year capital plan proposes investments of \$127 million to fund improvements to the City's arts and convention facilities. The major enhancements are outlined below.

- **Seismic Bracing of the Veterans Building.** The Veterans Building houses the Herbst Theater and contains meeting space for local veterans and temporary City office space. The facility suffers from a number of seismic deficiencies, the most serious of which is the strength of the facility's theater. The cost of the project is estimated at \$114 million given a proposed construction period beginning in FY2012. The Plan proposes two annual investments starting in FY 2010 of almost \$5 million to begin the planning and design process. The issuance of \$88 million in hotel tax (General Fund) debt beginning in FY2012 will fund most of the construction costs. The sale of transferable development rights (TDRs) from the facility are projected to yield approximately \$30 million, which have been proposed as a funding source for the initial investment outlined above and for a portion of construction costs.
- **Reprogramming of the Bill Graham Civic Auditorium.** The City is reviewing proposals from private companies to operate the facility. It is anticipated that vendors bidding on the project will make capital investments in the facility to support new programming needs. The nature and extent of these renovations will be refined in future capital plans once a vendor has been selected; for planning purposes, this year's plan assumes a private investment of \$7 million in the facility.



Veterans Building

*Transferable Development Rights (TDRs)* allow the unused development rights associated with an historical property, such as the Veterans Building, to be sold to private developers of a separate property.

Recent amendments to Planning Code Section 128 authorize TDRs for buildings in a district zoned "Public" and adjacent to a C-3 District.

Proceeds from the sale of any such TDR must be used to rehabilitate or restore the building from which the TDR originated.

## **3. Enhancement Program (FY2013 – FY2017)**

No enhancements are proposed during the second half of the ten-year capital plan period for these facilities.

## B. Deferred Projects

The proposed ten-year capital plan defers the following project.

- **Renovation of the Arts Commission Gallery Building.** This seismically unsafe facility has been inactive since 1989. Given more pressing capita needs at currently active facilities, the plan does not propose capita investments to reopen the gallery.

## C. Emerging Needs to Be Updated in Future Plans

Plans to meet these emerging capital needs will be updated in future plans. These will report on the cost of replacing versus renovating these facilities, the possible relocation of programs to other sites, and other funding options available to provide for these needs.

The need or amount of capital investment required for the following emerging need are not funded in this year's plan. They will be reviewed in the subsequent ten-year capital plans as additional planning is completed and uncertainty around project specific issues is resolved.

- **Renovations of the City's Cultural Centers.** Investments required to address serious building deficiencies, seismic stability, and ADA access needs in three of the City's cultural facilities are deferred from the plan. The severity of these facility needs, the cost required to renovate the existing sites, and the possibility of relocation to other leased or owned sites require additional review and analysis. The Department of Real Estate has been working with the Art Commission and the City Architect to put together a list of development and funding options. Future plans will report on this review.

## Arts and Convention Facilities

Program / Project				FY2013-			PLAN		DEFERRED
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	TOTAL	BACKLOG	
State of good repair renewal - Need	11,218	11,779	12,368	12,986	13,635	79,111	141,096	11,413	
<b>SPENDING PLAN</b>									
State of good repair renewal	5,101	6,284	6,907	7,688	8,528	62,354	96,861	60,548	
ADA transition plan improvements	1,558	551	776	939	1,537		5,361		
Cultural Center Upgrades									
Bill Graham Civic Auditorium Upgrade	7,000		4,963	4,963	43,857	60,565	114,348		
Veterans Building Seismic Renovation									
<b>TOTAL</b>	13,659	6,835	12,646	13,589	53,921	122,919	223,570	154,886	
<b>REVENUES</b>									
Local - General Fund	6,659	6,835	7,683	8,626	10,064	62,354	102,222		
Local - GO Bond									
Local - General Fund Debt									
Local - Capital Planning Fund	7,000		4,963	4,963	8,825	7,500	33,251		
Local - Other Sources									
Federal									
State	13,659	6,835	12,646	13,589	53,921	122,919	223,570		
<b>TOTAL</b>									

## G. Office and Other Support Facilities



## G. Office and Other Support Facilities

The City owns more than a million square feet of office facilities, primarily in the Civic Center, and operates several industrial/corporate yards to support the operations of multiple departments, that are not discussed elsewhere in this capital plan.

Map ID	Facility
1	Convention & Visitors Bureau/ Hallidie Plaza
3	Power House
4	Superior Courts Building
5	City Hall
6	240 Van Ness (inactive)
7	25 Van Ness
8	30 Van Ness
9	1650 Mission Street
9	1660 Mission Street
10	1680 Mission Street
11	Animal Control Facility
12	DTIS Central Radio Station – Twin Peaks
13	DPW Corporation Yard
14	Produce Market- Central
15	Central Shops (Jerrold Avenue & Toland Street)
16	DTIS Admin & Shops

## A. Office and Other Support Facilities Highlights

The purchase of 1 South Van Ness and 1650 Mission Street is expected to save the City over \$416 million in estimated rent over the 33-year term of the COP.

The City has acquired several new facilities during the past fifteen years as part of an effort to relocate city offices from leased space into city-owned space, including buildings located at 1 South Van Ness and 1650 Mission Street during the past year. These acquisitions have expanded the portfolio of facilities requiring maintenance and routine capital investments. These buildings were purchased with Certificates of Participation (COP) that will be repaid through annual rent payments from the departments occupying the new space.



1 South Van Ness

The purchase of 1 South Van Ness has enabled the MTA to consolidate staff and operations from several offices around the city to one centralized location. Since the building was formerly used as a bank, the basement area is being converted into a revenue center. The building also co-locates the Redevelopment Agency, Mayor's Office of Housing, and Mayor's Office of Community Development on a single floor, houses the new City's new 311 and backup 911 operations center, and will be the new location for the Department of Telecommunication and Information Systems.

The purchase of 1650 Mission Street will allow the continued consolidation of permitting functions and human service functions of the Human Services Agency (HSA) along the Mission Street corridor. With the Planning Department leaving 1660 Mission, the Department of Building Inspections is able to consolidate and expand its functions into adjoining space. The purchase also enables the HSA to consolidate the Department of Adult and Aging Services unit into a single building located next door to their main offices at 170 Otis and accommodates recent staffing level increases.



1650 Mission

### 1. Renewal Program

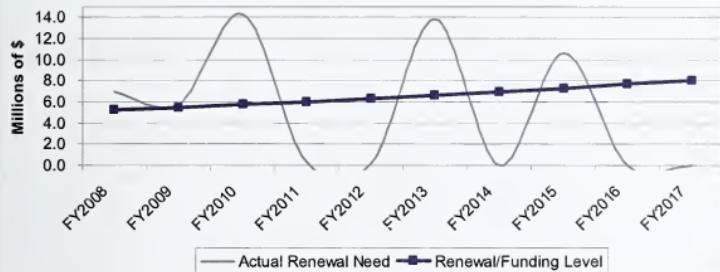
The approach to funding renewal costs for Office and Support facilities has been adjusted in this year's Plan. The renewal costs for a subset of six Civic Center office buildings operated by the City Administrator's Office will be covered through rent

payments from occupying departments. Tying renewal costs to rent will provide a more secure source of revenue for building maintenance and reflect the true cost of occupying the space. The buildings included in this new arrangement are 25 Van Ness, 30 Van Ness, 1650 Mission, 1660 Mission, 555 7<sup>th</sup> Street, and 1 South Van Ness.

Using the facility renewal model discussed earlier in the Plan, the renewal cost for these six buildings is approximately \$66 million over the next ten years. While these costs are fully funded through rent, the Plan shows a \$2.4 million backlog in deferred maintenance.

All of the six buildings where renewal costs will be covered by rent have recently undergone significant improvements or will be improved in the next year. As a result, this is a good time to explore new ways to fund these costs.

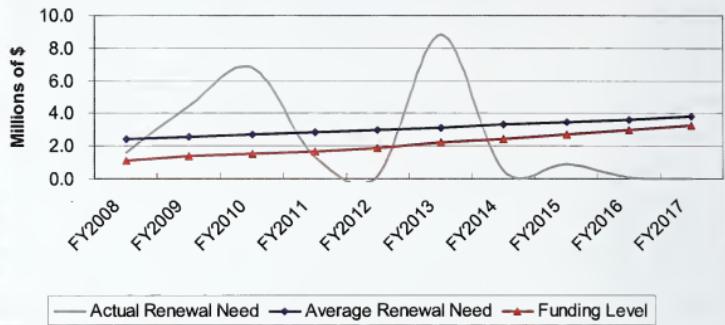
**Civic Center Office Facilities**  
25 & 30 Van Ness, 1 SVN, 1660 & 1650 Mission, 555 7th Street



For the remaining City Office and Other Support facilities, the renewal costs are estimated to be \$31 million over the ten-year plan cycle. Given funding constraints, the plan provides more than \$21 million to meet these needs. No funds are proposed to reduce the \$20 million backlog in deferred maintenance. The top line in the table at the end of this chapter shows the renewal need for these facilities.

The Renewal Curve line on the graph below reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The gap between annual renewal need and funding shrinks from \$1.3 million in 2008 to \$523,000 in 2017. Including the Civic Center Office Facilities, the Plan proposes funding \$87m of the \$96m total renewal need (91%) over the ten-year horizon.

## Office and Other Support Facilities Renewal



### 2. Enhancement Program (FY2008 – FY2012)

The only significant enhancement over the first five years of the Plan is the relocation of the data center.

- **Data Center Relocation or Renovation.** The current data center is located in rented space at One Market Plaza. This space has been the City's central data center for nearly ten years and is in need of significant upgrades and repairs. The Department of Telecommunications is in the process of developing a plan either to upgrade the data center at One Market Plaza or move it to another facility.

### 3. Enhancement Program (FY2013 – FY2017)

The following capital project priorities are recommended to begin during the second half of the ten-year capital plan cycle. All of these investments address moderate seismic and facility modernization needs.

- **Renovation and Seismic Bracing of Central Shops**
- **Renovation of DPW Corporate Yard**
- **Renovations of the Telecom and Information Services industrial yard**

Moderate seismic improvement needs at the City's corporate yards are funded with a Facility Earthquake Safety G.O. bond proposed for the November 2015 ballot.

## B. Deferred Projects

In addition to the \$21 million backlog identified in the renewal backlog section above, the proposed ten-year capital plan defers another \$43 million in enhancements. These include the following.

- **Seismic Improvement of 240 Van Ness.** This seismically unsafe facility has been inactive since 1989. Due to more pressing capital needs at currently active facilities, the plan does not propose the \$22 million in capital investments needed to reopen the building.
- **Civic Center Powerhouse and Steam Loop.** The system used to cool older buildings in the Civic Center is in poor condition. Replacement costs are estimated at \$12 million. Given funding constraints and higher priorities, this investment is deferred from the ten year plan horizon.
- **Asphalt Plant.** The estimated cost to upgrade the plant to allow for greater use of recycled content is nearly \$5 million. The plan defers this investment need, pending policy choices currently under consideration by the Mayor's Office and Board of Supervisors.

## C. Emerging Needs to Be Updated in Future Plans

- **Information Technology System Modernizations.** The need for improvements to the Telecommunications and Information System will be refined in future plans. Identified needs include the replacement of the 800 MHz radio system and rented T-1 lines with City-owned fiber, an expansion of the Twin Peaks radio tower site, replacement of microwave links, and upgrades to the voice network. Current cost estimates for these project total \$89 million. More information will be provided in future capital plans once the Telecommunications Plan is complete.

## Office and Other Support Facilities

Program / Project	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013- FY2017	PLAN TOTAL	BACKLOG
	State of good repair - Need	7,674	8,058	8,461	8,884	9,328	54,120	96,524
<b>SPENDING PLAN</b>								
State of good repair renewal	1,120	1,380	1,517	1,688	1,873	13,694	21,273	13,298
State of good repair and renewal - Civic Center Office Facilities*	5,210	5,471	5,744	6,032	6,333	36,745	65,536	2,405
Current backlog								
ADA transition plan improvements	898	767	100			1,765		
Seismic Improvement of 240 Van Ness								
Industrial and Corporate Yard Modernization								
Asphalt Plant								
1680 Mission Emergency Generator								
Powerhouse and Steam Loop								
CCSF Data Center Renovation or Relocation	2,500	2,500						
<b>TOTAL</b>	<b>9,728</b>	<b>10,118</b>	<b>7,361</b>	<b>7,720</b>	<b>8,206</b>	<b>137,854</b>	<b>180,988</b>	<b>76,335</b>
<b>REVENUES</b>								
Local - General Fund	2,018	2,147	1,617	1,688	1,873	13,694	23,038	
Local - GO Bond								
Local - Capital Fund Debt								
Local - General Fund Fund								
Local - Other Sources	2,500	2,500	5,744	6,032	6,333	36,745	5,000	
Federal	5,210							
State								
<b>TOTAL</b>	<b>9,728</b>	<b>10,118</b>	<b>7,361</b>	<b>7,720</b>	<b>8,206</b>	<b>137,854</b>	<b>180,988</b>	

\* Civic Center office facilities include 1 South Van Ness, 25 Van Ness, 30 Van Ness, 1650 Mission, 1660 Mission, 555 7th Street.

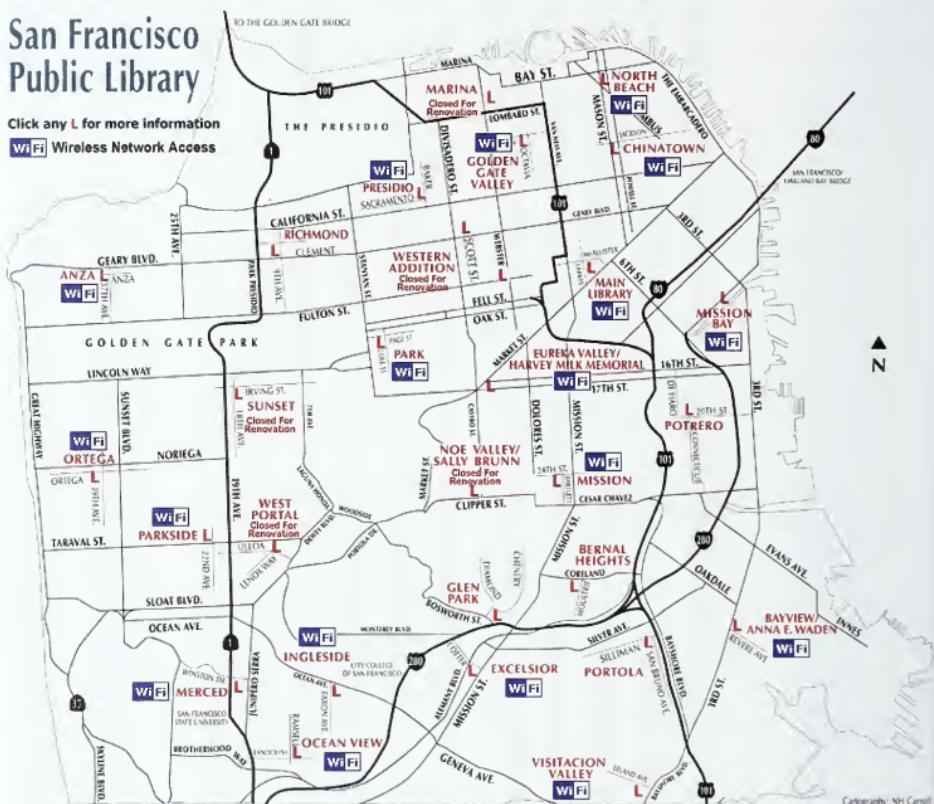


## H. San Francisco Public Library Facilities

### San Francisco Public Library

Click any L for more information

**Wi-Fi** Wireless Network Access



Cartography: NH Carroll

## H. Public Library Facilities

The San Francisco Public Library (SFPL) provides access to information, independent learning services, and the city's extensive collection of books and materials. The Library also provides children's reading programs, adult literacy programs, bookmobiles, and the Youth Guidance Center Collaborative. SFPL currently operates the Main Library, a library operations support services center, and 27 branch libraries, including a new branch in Mission Bay which opened in July, 2006.

Map ID	Facility
	Main Library
	Support Services Center
	Anza Branch Library
	Bayview Branch Library
	Bernal Heights Branch Library
	Chinatown Branch Library
	Eureka Valley Branch Library
	Excelsior Branch Library
	Golden Gate Valley Branch Library
	Marina Branch Library
	Merced Branch Library
	Mission Branch Library
	Noe Valley Branch Library
	North Beach Branch Library
	Ocean View Branch Library
	Ortega Branch Library
	Park Branch Library
	Parkside Branch Library
	Potrero Branch Library
	Presidio Branch Library
	Richmond Branch Library
	Sunset Branch Library
	West Portal Branch Library
	Western Addition Branch Library
	Glen Park Branch Library
	Ingleside Branch Library
	Mission Bay Branch Library
	Portola Branch Library
	Visitacion Valley Branch Library

## A. Public Library Facilities

Once the Branch Library Improvement Program is complete, all the library facilities will be seismically safe, ADA accessible and modernized for 21<sup>st</sup> century information technology.

Following voter approval of a \$106 million bond in 2000, the City leveraged approved bond funds with State grants, gifts and local funds to finance the \$140 million Branch Library Improvement Program (BLIP). The BLIP will replace rental facilities and provide for structural upgrades, access improvements, programmatic

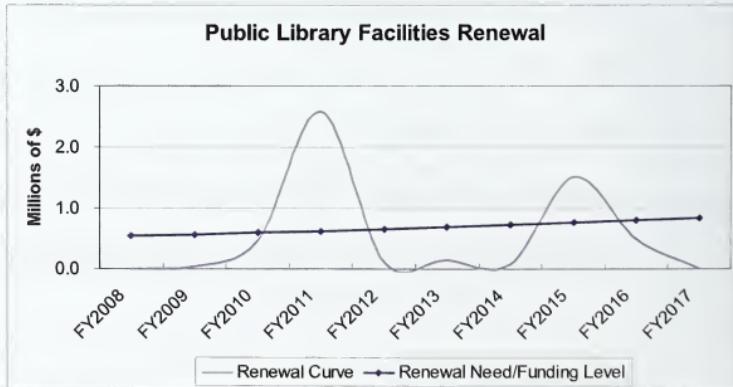


Main reading room at Excelsior Branch Library

improvements and some deferred maintenance to 24 Branch libraries and the Support Services center. As a result of the BLIP program, the new Support Services center was opened, the renovation of Excelsior Branch Library completed, and the first new branch library in 40 years opened in Mission Bay. The remaining branches are in design or construction. The Mission and Chinatown Branch Libraries were improved through a previous bond measure, the Earthquake Safety Bond Program, and the Oceanview Branch Library was completed in 2000.

The new Main Library was completed in 1996. After completion of the Main Library, a Post Occupancy Evaluation was conducted to determine how public service could be improved in the facility. Among the recommendations was relocation of the Technical Services Department from the first floor of the Main to the Support Services Center to free up that space for public usage. After moving Technical Services to the new Support Services Center, the Library moved parts of the collection from other floors to the first floor. The renovation of the first floor of the Main Library began on January 2, 2007. The eight-month-long project will increase the square footage of public space, make more books available to patrons, and improve the customer service area.

The Renewal Curve line on the graph at right reflects annual variations in facility needs. The Renewal Need / Funding Level line is the 10-year average of the Renewal Curve.



## **1. Renewal Program**

Better facility information and the completion of work at the Main Library and several branch libraries over the past year reduced the total renewal investment from \$18 million in last year's plan to \$6 million this year. As shown by the figure above, the plan fully funds the annual renewal needs.

The reduced annual renewal costs are somewhat balanced against a \$7.5 million increase in maintenance backlog needs from previous years. The BLIP will address a large part, but not all of the \$12.6 million in deferred maintenance needs.

## **2. Enhancement Program (FY2008 – FY2012)**

The first year of the plan identifies approximately \$37 million for library enhancement. Thirty-one million dollars in unissued bond proceeds from the original BLIP represents the bulk of these funds. The remaining \$6 million is from additional Library Preservation Fund revenues and developer impact fees. These funds and an additional \$1 million in the bond interest collected in FY 2009 will cover construction costs and required encumbrances for the BLIP and other library needs.



West Portal Branch Library

The final sale of \$31 million from the voter-approved bond measure and additional revenues in FY 2008 and 2009 are unable to cover all of the improvements described in the original program. The project budget is estimated at \$185 million, with approximately \$141 million in revenues identified. This shortfall, which assumes 5% annual inflation on construction costs, leaves a funding gap of approximately \$44 million. There is a risk, however, that higher construction cost inflation will further increase the shortfall amount. Should inflation total 8% annually over the remainder of the program, the funding gap would grow to approximately \$52 million.

The proposed financial plan to solve this gap has been developed in close consultation with the Mayor's Office, the Board of Supervisors, the Library, and the Capital Planning Committee. The Plan relies on a combination of revenue bonds, fees, and other sources to address the \$44 million program shortfall. To do so, the department intends to seek the authority to issue revenue bonds when it goes to the voters to renew the Library Preservation Fund – a baseline established to fund the department's needs – on the November 2007 ballot. The Plan proposes to use this authority to issue revenue bonds to close a significant portion of the gap in the BLIP program.

The shortfall on the branch library improvement program is a result of several factors including unexpected delays in receiving grant funds, extremely high construction cost escalations in the past four years, and programmatic changes necessary to create modern facilities.

Given the uncertain inflation environment (outlined above) in which the program will be completed, this approach would also provide policy-makers with a flexible tool to respond to other changing conditions in the program in future years, should revenue growth in the fund be sufficient to secure additional debt.

For example, should inflation equal 5% annually, the City could pursue the sale of \$35 million of revenue bonds to close the majority of the \$44 million gap. The

remaining \$9 million shortfall could be addressed in future years with bond interest, impact fees, a possible State library bond initiative, General Fund appropriations, or other sources. Should higher inflation result in a greater shortfall, policy-makers could close the remaining gap using other fee sources, leveraging of a possible State library bond initiative, or – should revenue growth in the Library Preservation Fund exceed preliminary projections – additional revenue bonds. The proposed initial step to solve this shortfall through an authorization to issue revenue bonds provides the City with the flexibility to respond effectively to these varied scenarios.



Mission Bay Branch Library

Future updates of the City's capital plan will provide an update on the financial outline for the BLIP and recommend other funding solutions and propose changes in project timing or delivery method to ensure completion of the department's renovation and upgrade of the city's branch library system.

### **3. Enhancement Program (FY2013 – FY2017)**

There are no major enhancements planned for the Library's facilities in the remainder of the ten-year plan.

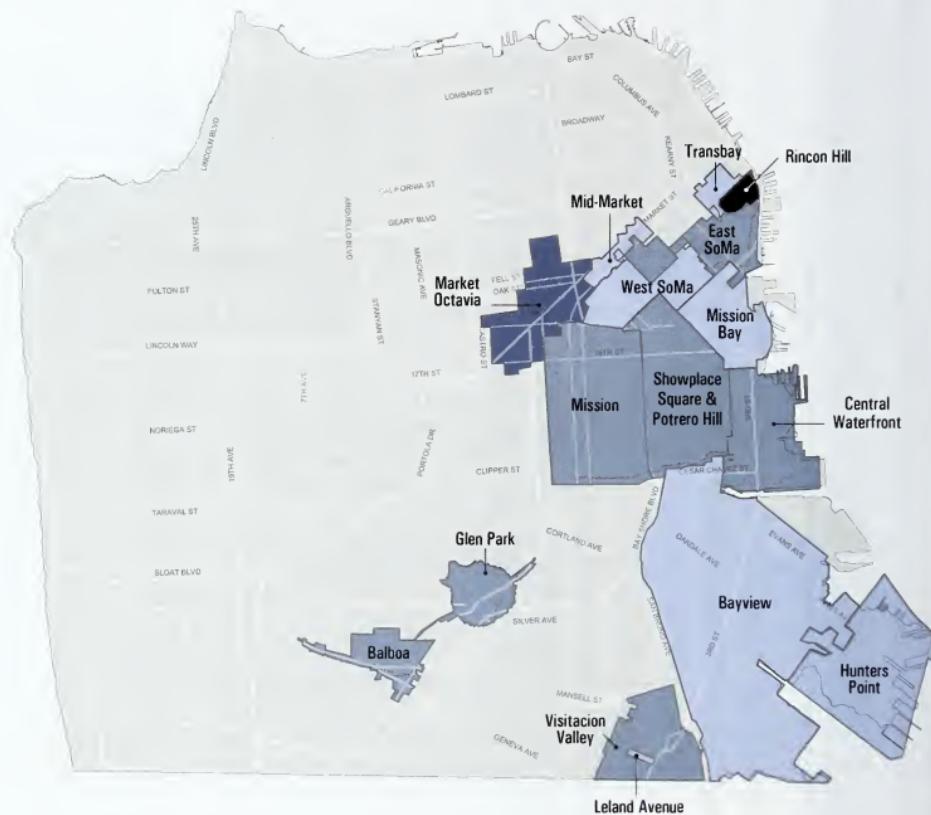
## **B. Deferred Capital and Emerging Needs**

The plan reports a remaining shortfall of \$6 million in the BLIP program. This shortfall will be monitored in future plan updates, which will likely include additional proposed revenue options if they are necessary to ensure completion of the program.

## Public Library Facilities

Program / Project	SPENDING PLAN			FY2013- PLAN		
	FY2008 \$41	FY2009 \$53	FY2010 \$56	FY2011 \$26	FY2012 \$57	FY2017 \$3,812
<b>State of good repair renewal - Need</b>						
State of good repair renewal	541	568	596	626	657	3,812
ADA Transition plan improvements						6,800
Branch Library Improvement Program (BLIP)	74,250	1,000	596	626	657	75,250
<b>TOTAL</b>	<b>74,791</b>	<b>1,568</b>	<b>596</b>	<b>626</b>	<b>657</b>	<b>82,050</b>
<b>DEFERRED</b>						
State of good repair renewal						
ADA Transition plan improvements						
Branch Library Improvement Program (BLIP)						
<b>TOTAL</b>	<b>74,791</b>	<b>1,568</b>	<b>596</b>	<b>626</b>	<b>657</b>	<b>82,050</b>
<b>REVENUES</b>						
Local - General Fund	30,850	1,000				
Local - Previously Approved GO Bonds	35,000					35,000
Local - General Fund Debt						
Local - Capital Planning Fund						
Local - Other Sources						
Federal						
State						
<b>TOTAL</b>	<b>74,791</b>	<b>1,568</b>	<b>596</b>	<b>626</b>	<b>657</b>	<b>82,050</b>

Planning Department – Emerging Needs



- Recently Adopted Area Plan
  - Pending Adoption
  - Plan Areas Under Development

Plan Areas in Coordination with Redevelopment Authority or Other Groups



## A. Planning Department Emerging Needs

Contentious debate over the future development of San Francisco during the late 1990's led the Department to initiate the Citywide Action Plan (CAP) to encourage housing, enhance downtown and other neighborhoods, support infill around transit, and utilize land in a way that balances our populations housing needs with jobs and economic health.

Efforts to update the City's General Plan through the CAP process have led to several community-based initiatives. These include the Better Neighborhoods program, which aims to improve the Market & Octavia, Balboa Park and Central Waterfront neighborhoods; the Downtown Neighborhoods Initiative, which is a focused effort to create more housing and full-service neighborhoods in downtown areas such as Rincon Hill, Transbay and Mid-Market; the Eastern Neighborhoods planning effort, resulting in community plans for Mission, South of Market, Showplace Square/Potrero, and Bayview/Hunters Point; and other smaller initiatives and planning processes.

In some cases, these plans are already moving towards implementation - the City has already adopted the Rincon Hill area plan, and the Planning Department is moving forward with adoption of the Market & Octavia Better Neighborhoods plan, and is acquiring funding for streetscape improvements on Leland Avenue. In other cases, planning processes are well underway, with programs for community improvements under development and expected to be completed in the near term.

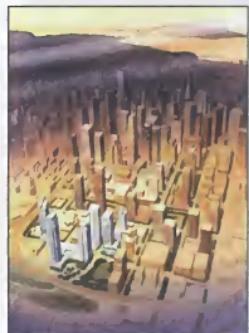
In each plan area the Planning Department compiles a list of planned community improvements that have been identified throughout the planning process. For the purposes of capital planning these lists are presented in terms of the lead city agency that will ultimately be responsible for the implementation and/or maintenance of identified community improvements. However, in many cases private developers will choose to implement improvements in lieu of paying impact fees, relieving lead agencies of project construction requirements.

### Rincon Hill

The Rincon Hill Plan, adopted in August 2005, provides the blueprint for a new high-density neighborhood to take shape just south of the Financial District. With over 3,600 new residential units planned in Rincon, and another 3,200 new units planned in the adjacent Transbay Redevelopment Area, this downtown neighborhood plan creates housing for over 15,000 new residents.

The Rincon Hill Plan contains a comprehensive program of public improvements to support new residents, including extensive streetscape improvements and pedestrian safety projects along Folsom Boulevard, Main, Beale, and Spear Streets; new open space including a large proposed park on Harrison Street and a smaller "pocket park" on

Successful plan implementation will not only require near term investments in the areas' streets, sidewalks and parks, but also longer term improvements to the City's infrastructure, including transit, parks and community facilities.



Rincon Hill Schematic

The Departments of Public Works (DPW) and Recreation and Parks (RPD) and the Library Commission will share responsibility for these Rincon Hill improvements.

Responsibility for these Market and Octavia improvements will be shared by DPW, RPD, the Department of Children Youth and Families, the Municipal Transportation Agency (MTA), and the Library Commission.

Guy Street; a community center at the Sailor's Union of the Pacific building; and enhancements to library resources. Funding for these improvements will be partially provided through development impact fees in the form of direct cash payment, in-kind contribution, or participation in a Mello-Roos assessment district. However, impact fees are anticipated to cover only \$20 million of the approximately \$35 million required for the full benefit package, and other sources of funding will be required.

### **Market and Octavia**

Over the next twenty years, the Market and Octavia Plan envisions 6,000 new residential units housing 10,000 additional people in the Market and Octavia neighborhood. To accommodate this projected growth, the plan calls for enhancements to parks and open space, streetscape and pedestrian rights of way, and community facilities. These enhancements include the recently completed Octavia Boulevard, the upcoming Van Ness Bus Rapid Transit Project, new open space in McCoppin Square north of Valencia Street and Brady Park on Brady Street, new childcare facilities, enhancements to library facilities, and "living streets and alleys", street tree plantings, and corner bulb-outs at key pedestrian intersections.

Over the 20-year life of the plan, the Planning Department estimates capital improvement costs will total \$260 million dollars (in current year dollars). The Department is currently evaluating potential revenue sources to meet these capital needs. Known revenue streams include an impact fee on new residential and commercial development, a density bonus program, central freeway ancillary project funds, and the Transportation Authority's funding strategy for the Van Ness Bus Rapid Transit project, anticipated at \$196.6 million over the 20-year period, in current year dollars.

Within the first ten years of the plan (Phase I), the Plan projects capital needs of \$151.6 million. Some of that capital need will be met by the revenue streams noted above, leaving a projected deficit of \$40.6 million. Potential revenue sources such as assessment districts, additional fees, and competitive grants may help close this gap. Outstanding funding issues include consideration of new operating costs and strategies to address cash flow inconsistencies associated with impact fee revenue.

### **Leland Avenue**

The Leland Avenue street design project includes street and public realm improvements to enhance the street's aesthetic appeal and help to revitalize its commercial businesses. Specific design improvements include undergrounding of overhead wires, new street trees and other plantings, street furniture, pedestrian lighting, corner bulb-outs and other traffic calming strategies, paving and crosswalk improvements, and public art.



*Leland Avenue today*

The street design for Leland Avenue has been finalized, and pursuit of funding to begin implementation is underway. Grant applications to provide the majority of funding required for the project were submitted in October 2006. Project sponsors including the Mayor's Office, Supervisor Maxwell's Office, the Planning Department and the Department of Public Works are working to secure local funds for the undergrounding portion of the project. If these funds cannot be secured, the project will move forward without undergrounding.

DPW will have responsibility for these Leland Avenue improvements.

#### **Other Plans Under Development**

The Planning Department also has several other planning efforts underway that will result in proposed public improvements, including streetscape improvements, open space acquisitions and improvements, and transportation and circulation changes. Many of these planning efforts are currently developing a community improvements program with related cost and revenue projections.



*Artist Rendering of Octavia Boulevard*

Plan Area	Potential Projects 20 Year Plan Period
<b>Future Better Neighborhood Plans</b>	
Balboa Park Station	<p><u>Transportation</u></p> <ul style="list-style-type: none"> <li>• Ocean Avenue (San Jose Ave to Phelan)</li> <li>• Geneva Avenue (I-280 to San Jose Ave)</li> <li>• Phelan Ave (Ocean to Judson Ave)</li> <li>• Phelan/Ocean/Geneva Intersection</li> <li>• I-280 Off-ramp Safety Improvements</li> </ul> <p><u>Transit</u></p> <ul style="list-style-type: none"> <li>• Green Yard/Streetcar Terminal reconfiguration</li> <li>• Station Ped Access improvements</li> <li>• Ocean Avenue Station Entrance</li> <li>• Upper Yard M-line Terminus</li> <li>• Phelan Loop reconfiguration</li> </ul> <p><u>Open Space</u></p> <ul style="list-style-type: none"> <li>• Phelan Loop Plaza</li> <li>• Library/PUC Playground</li> <li>• Reservoir Open Space</li> <li>• Geneva Station Plaza</li> <li>• Balboa Park access improvements</li> </ul>
Central Waterfront 1,000 new housing units	<p>Transportation:</p> <ul style="list-style-type: none"> <li>• Bicycle boulevard enhancements on Indiana Street,</li> <li>• Illinois Street improvements, including sidewalks and bicycle lanes</li> <li>• Placement of wayfinding/Bay Trail signage.</li> <li>• Parking meters north of 23rd Street.</li> <li>• Caltrain station improvements</li> <li>• 18th and 20th Street bridge improvements.</li> <li>• Infill trees and pedestrian lighting on Third St</li> </ul> <p>Open Space</p> <ul style="list-style-type: none"> <li>• Enhancement and expansion of Islais Creek shore access west of Illinois St.</li> <li>• Improve I.M. Scott School parcel as public open space</li> <li>• Improve and expand Warm Water Cove</li> <li>• Acquisition of Irish Hill for public open space</li> </ul> <p>Urban Design</p> <ul style="list-style-type: none"> <li>• Pier 70 circulation/pedestrian and open space enhancements</li> <li>• Bulbouts and related pedestrian amenities on east-west streets</li> <li>• Sidewalk improvements on east-west streets in industrial areas</li> <li>• Placement of historic markers and "places of interest" signs</li> </ul>

Plan Area		Potential Projects 20 Year Plan Period
Eastern Neighborhoods		A community needs assessment is underway.
East SoMa Mission ShowPlace		
Other Plan Areas		
Visitation Valley		Schlage Lock site, street grid, an open space network and other public improvements
Glen Park 100 new housing units	<p><u>Transportation</u></p> <ul style="list-style-type: none"> <li>• Transportation, movement and signalization improvements to Diamond/Bosworth Street intersection</li> <li>• Roundabouts at the Bosworth/Arlington Street and Bosworth/Lyell Street intersections</li> <li>• Parking meters/pay-and-display on Bosworth, Arlington and Lyell Sts</li> <li>• Roadway and streetscape improvements for San Jose Avenue</li> <li>• Remove San Jose Avenue overpass concurrent with seismic upgrade; replace with at-grade boulevard</li> <li>• Traffic calming improvements</li> <li>• Bike network improvements,</li> <li>• Improve ADA access to the BART station and Muni J-line platform</li> <li>• Capital projects to create an accessible connection to the J-Church stop and a bus loop around the BART station</li> </ul> <p><u>Urban Design</u></p> <ul style="list-style-type: none"> <li>• Streetscape improvements</li> <li>• Redesign and construct improvements to lower BART plaza</li> <li>• Open Space</li> <li>• Greenway Conceptual Landscape Plan</li> </ul>	
Streetscape Master Plan	<p>A set of design standards that will guide streetscape design in San Francisco.</p> <p>Plan may include proposed improvements to specific streets, intersections and alleyways throughout San Francisco.</p>	

**Planning Department Area Plans - Current Dollars\***

Program/Project	Rincon Hill			Phase I			Phase II		Project Total	
	Prior Years	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 - FY2017	Total	Total	Total
COSTS										
Department of Parks and Recreation	1,971,500	1,200,000	0	3,500,000	11,000,000	3,000,000	500,000	21,171,500	21,171,500	
Department of Public Works	2,373,000	2,100,000	4,500,000	4,400,000	1,000,000	0	0	14,373,000	14,380,505	
Library Commission	0	0	0	600,000	0	0	0	600,000	600,000	
Cost Total	4,344,500	3,300,000	4,500,000	8,500,000	12,000,000	3,000,000	500,000	36,144,500	36,152,005	
REVENUES										
Local - Rincon Hill Fund Impact Fees (Cash)	0	0	0	0	2,465,000	0	0	0	2,465,000	2,465,000
Local - Rincon Hill Fund Impact Fees (In-Kind)	2,373,000	0	0	4,500,000	0	0	0	0	6,873,000	6,873,000
Local - Rincon Hill Fund Impact Fees (Mello-Roos)	3,162,439	5,543,000	5,736,000	0	0	0	0	0	14,441,439	14,441,439
Revenue Total	5,535,439	5,543,000	5,736,000	4,500,000	2,465,000	0	0	0	23,779,439	23,786,944
<i>Surplus/(Deficit) Annual</i>										
Cumulative	1,190,939	2,243,000	1,236,000	(40,000,000)	(9,355,000)	(3,000,000)	(500,000)	(12,365,061)	(12,365,061)	0

Program/Project	Prior Years	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 - FY2017	Phase I Total	Phase II Total	Project Total
COSTS										5,304,952
Department of Public Works	593,320	4,711,632								
<b>REVENUES</b>										
Regional - TLC Grant - SF County Grant 2		2,349,353					2,349,353			2,349,353
Regional - TLC Grant - Regional Share 2		2,050,000		265,599			2,050,000			2,050,000
Local - Other Sources (Prop K Local Match)				265,599						265,599
Total	0	4,399,353		265,599						4,664,952
<b>Surplus/(Deficit) Annual Cumulative</b>		(593,320)	(312,279)	265,599						(640,000)
		(593,320)	(905,399)	(640,000)						(640,000)

Program/Project	Prior Years	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 - FY2017	Phase I Total	Phase II Total	Project Total
COSTS										5,304,952
Department of Park and Recreation	3,471,500	1,200,000	2,698,295	11,879,373	15,982,278	8,499,074	23,309,190	65,549,700	34,619,900	101,669,600
Department of Public Works	50,197,000	3,301,670	10,548,565	5,985,283	2,645,333	3,916,483	5,638,717	34,419,052	10,235,600	92,486,157
Municipal Transportation Agency	0	0	28,968,356	34,950,834	3,126,392	2,297,498	4,369,071	73,712,151	8,197,851	81,908,802
Department of Children and Family Services	0	0	1,515,168	1,911,580	1,678,543	2,003,711	7,476,998	14,586,000	2,584,000	17,170,000
Library Commission	0	0	34,732	77,073	52,182	86,913	163,100	414,000	276,000	690,000
Planning Department	260,000	0	0	0	0	50,000	50,000	100,000	100,000	460,000
Program Administration	0	366,000	366,000	366,000	366,000	366,000	1,830,000	3,660,000	3,660,000	7,320,000
Cost Total	53,928,500	4,867,670	44,131,116	55,180,143	23,860,779	17,219,679	42,837,066	192,440,903	59,673,151	301,705,559
<b>REVENUES</b>										
Revenue Total	56,119,439	7,796,600	43,326,892	44,560,030	7,564,618	12,693,857	17,917,210	139,414,646	36,131,706	225,137,857
<b>Surplus/(Deficit) Annual Cumulative</b>		1,190,939	2,928,930	(604,224)	(10,600,113)	(16,296,111)	(4,525,822)	(24,919,857)	(53,026,257)	(23,541,445)
				(448,695)	(7,914,407)	(14,675,518)	(16,201,340)	(41,121,196)		(76,567,702)

### Planning Dept. Total

Program/Project	Prior Years	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 - FY2017	Phase I Total	Phase II Total	Project Total
COSTS										5,304,952
Department of Park and Recreation	3,471,500	1,200,000	2,698,295	11,879,373	15,982,278	8,499,074	23,309,190	65,549,700	34,619,900	101,669,600
Department of Public Works	50,197,000	3,301,670	10,548,565	5,985,283	2,645,333	3,916,483	5,638,717	34,419,052	10,235,600	92,486,157
Municipal Transportation Agency	0	0	28,968,356	34,950,834	3,126,392	2,297,498	4,369,071	73,712,151	8,197,851	81,908,802
Department of Children and Family Services	0	0	1,515,168	1,911,580	1,678,543	2,003,711	7,476,998	14,586,000	2,584,000	17,170,000
Library Commission	0	0	34,732	77,073	52,182	86,913	163,100	414,000	276,000	690,000
Planning Department	260,000	0	0	0	0	50,000	50,000	100,000	100,000	460,000
Program Administration	0	366,000	366,000	366,000	366,000	366,000	1,830,000	3,660,000	3,660,000	7,320,000
Cost Total	53,928,500	4,867,670	44,131,116	55,180,143	23,860,779	17,219,679	42,837,066	192,440,903	59,673,151	301,705,559
<b>REVENUES</b>										
Revenue Total	56,119,439	7,796,600	43,326,892	44,560,030	7,564,618	12,693,857	17,917,210	139,414,646	36,131,706	225,137,857
<b>Surplus/(Deficit) Annual Cumulative</b>		1,190,939	2,928,930	(604,224)	(10,600,113)	(16,296,111)	(4,525,822)	(24,919,857)	(53,026,257)	(23,541,445)
				(448,695)	(7,914,407)	(14,675,518)	(16,201,340)	(41,121,196)		(76,567,702)

### Rincon Hill Notes

All costs and revenues are shown in current dollars.  
Total project costs are shown in year one of the project implementation.

### Terms

- Phase I - First 10 years of 20 year Area Plan implementation
- Phase II - Second 10 years of Area Plan implementation.
- Project Total - Sum of Prior Years, Phase I and Phase II

### Salema Union, Library Materials

Not fundable through Melto-Roca  
Salama Union, Library Materials not fundable through Melto-Roca

### Market and Octavia Notes

The Market and Octavia projected costs and revenue were calculated based on projected growth rates in the area.  
The Market and Octavia growth projection assumes 6% of total growth will occur in Phase I.

Projected expenditures are based on the existing community priority list, growth projections and information about existing projects.

Market and Octavia Community Improvements Fund fees on new commercial and residential development in the Market and Octavia Plan Area

Van Ness Market Density Program - optional program for increased density for a few projects provided on schedules provided by the Transportation Authority.

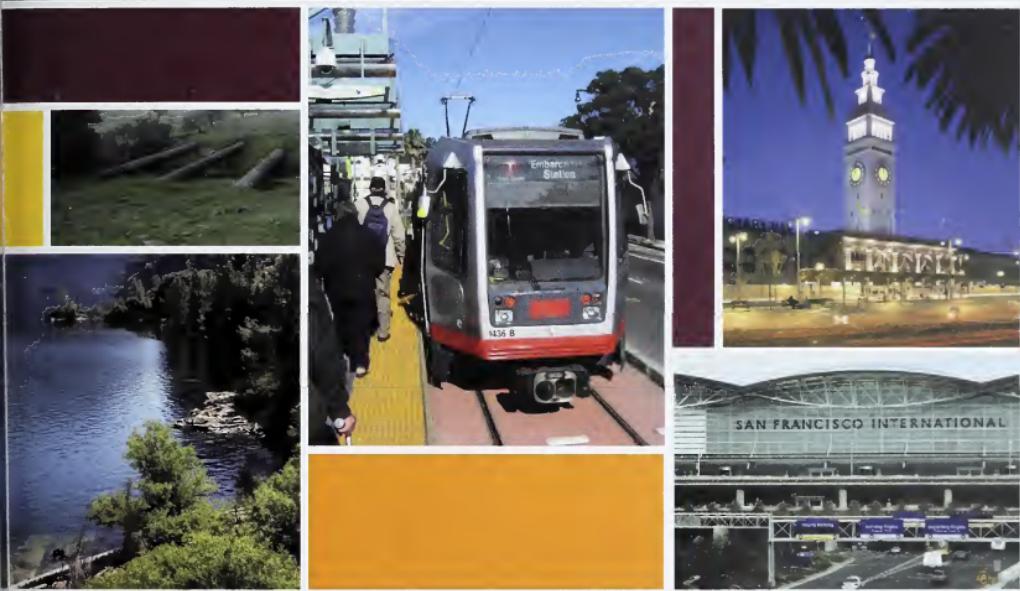
Information about the Van Ness Bus Rapid Transit is appropriate based on schedules provided by the Transportation Authority.

Central Freeway Ancillary Funds is projected to accrue 60% in FY2008 and 40% in FY2009 in accordance with rules of Central Freeway Projects.

### Leland Notes

Regional Grant sources represent funding that has been applied for but not yet allocated. This project has been ranked first on MTC's Contingency List.  
The Board of Supervisors is currently investigating sources of funding for the undergrounding of overhead wires. approximately \$640,000.





## Section 3 | Enterprise Department Program

- A. Airport
- B. Municipal Transportation Agency
- C. Port of San Francisco
- D. Public Utilities Commission

## A. San Francisco Airport Facilities



## A. San Francisco Airport Facilities

San Francisco International Airport occupies approximately 5,171 acres within unincorporated San Mateo County, approximately 2,383 acres of which have been developed for Airport use. The Airport manages four runways, 78 operational gates and four terminal buildings in addition to 32 miles of roadways, five parking garages, the AirTrain transit service, a rental car facility, leased cargo and maintenance facilities, a waste treatment plant, and 274 miles of pipelines, ducts, power, and pump stations for the water, sewage, storm drainage, industrial waste, gas, electrical, and telecommunications distribution systems.

### A. Airport Capital Planning Process

The Airport develops and maintains long-term infrastructure planning models for budgeting and planning purposes, including a 5-Year Capital Plan and a 10-Year Capital Improvement & Facilities Maintenance Plan. These plans are incorporated into this 10-year Capital Plan and are developed and updated annually through an extensive internal review process, including involvement from senior Airport staff, the Airport Director, the Airport Commission and the Airport Financial Advisory Committee, which includes the Deputy Controller, the Director of the Office of Public Finance, members from the financial services and airline industry.

In December 2006, the Airport Commission adopted Capital Planning Policies that govern the development and management of the 5-Year Plan as well as the 10-Year Plan. The Capital Planning Policies clarify the development and management of the Airport capital program and discuss:

- The role and policies of the Airport Commission, the City Administrator, the Board of Supervisors and the Controller's Office;
- Airline review of capital projects;
- Federal tax limitations on the use of revenue bond proceeds;
- The process for development of the Capital Plan;
- Potential sources of funding;
- Management of the capital program; and
- Grant funded projects.

## B. Airport Plan Highlights

Projections for the 10-year period FY 2008 through FY 2017 should be considered preliminary as Airport Commission approval is not expected until March 2007.

The attached 10-year, \$1.0 billion capital and facilities maintenance plan includes the following projected infrastructure requirements:

- \$901 million in capital improvement projects for the 10-year period.
- \$50 million in facilities maintenance projects to cover the cost of non-routine maintenance and repair projects over ten years. These costs are funded in operating budget projects within the Facilities Division.
- \$72 million in deferred maintenance projects over the ten years, related to facilities maintenance projects not included under the renewal budget. These projects will need to be prioritized and funded within a future year operating budget.

The plan also indicates the projected funding sources for the referenced infrastructure needs, including:

- \$339 million in projected new capital resources comprising reprogrammed bond funds, operating funds allocated to capital improvements, Passenger Facility Charges (PFCs) allocated to capital improvements, interest earnings on existing bond proceeds, legal settlements allocated to capital improvements, and federal and state grant funds that are dedicated to capital projects.
- \$562 million in potential future revenue bonds undertaken to meet capital project and capital improvement requirements over the 10-year period.

The Airport anticipates the need to issue approximately \$151 million in additional revenue bonds in FY 2008/09 to fund the capital plan requirements in that year. However, the exact amount and timing of any new debt has not yet been determined. Hence, the projections for future revenue bonds or other capital borrowings is presented here for planning purposes only; this plan will be revised when the Airport more accurately determines the projected amounts and timing of additional bond issues.

### 1. Renewal Program – \$50.4 Million (FY08-17)

The Facilities Division is undertaking a comprehensive review of the facility maintenance requirements at the Airport, including thirteen support buildings and two parking garages in the City's Facilities Resource Renewal Model. Preliminary information on the building parameters (roof types, finishes, etc.) have been compiled and estimates of anticipated renewal and life cycle costs are expected in January 2007. The model will then be modified to include empirical information to further refine cost projections.

The Airport's operating budget is expected to fund a projected \$50.4 million in facilities maintenance costs over the next ten years. These projects fund necessary repairs of existing facilities to current operational levels; enhancements to the facility are included in the following section. This represents nearly half of the overall maintenance need for the Airport during the period, with the remaining \$71.7 million deferred to the future. This deferred amount is shown in the accompanying table as the shortfall for the Airport.

Very few of the 28 proposed facilities maintenance projects are funded at recommended levels, with approximately 25 percent of the projects being completely deferred. Some deferred maintenance, renewal, and replacement challenges can only be addressed under an improved business environment. Such deferred projects are generally considered a lower priority, and are only postponed in order to accommodate higher-priority maintenance projects.

## 2. Enhancement Program – \$901.0 Million (FY2008-17)

The Airport proposes \$901.0 million in enhancement projects over the ten-year capital plan period. Major projects include:

- Airfield – \$208.6 million to overlay, reconstruct, and improve common use landing areas, runways, taxiways, ramps, aprons, adjacent infield areas, and related support facilities, including:
  - Runway 28L – 10R Overlay and Reconstruction – \$11.5 million for FY08 runway reconstruction;
  - Pavement Infrastructure Improvements – \$153.8 million for taxiway, runway safety area and apron improvements;
  - Power and Airfield Lighting System Improvements – \$50.2 million to rebuild and upgrade high-voltage electrical and lower-voltage lighting systems.
- Airport Support – \$141.6 million to expand and improve areas and facilities which support airline functions (e.g. hangars, aircraft maintenance facilities, etc.) and government installations (e.g. Coast Guard, FAA, FBI, Post Office). This includes \$10 million for the Air Cargo Explosion Detection System, \$4.3 million Superbay Hanger Fire Protection system as well as \$3 million in disability access improvements.
- Groundside – \$158.3 million to rebuild, seismically reinforce, and enhance roadways and parkways, courtyards, fences, bridges, public parking lots, and garages, including:
  - Viaduct Improvements – \$21.3 million to further seismic reinforce main roadway connecting terminals;



Paving at Airfield Taxiway 'S'

- Public Parking Lot/Garage Improvements – \$18.8 million for rebuild and enhancement to parking facilities;
  - Roadway Improvements -- \$18.2 million to rebuild and expand Airport roadways; and
  - San Bruno Ave. Onramp to Hwy. 101 -- \$24.5 million to meet transportation needs.
- Terminals – \$172.1 million to rebuild and upgrade areas within the terminal complex such as concourses, boarding areas, pedestrian bridges, central plant and boiler rooms, lobbies, offices, baggage facilities and storage, including:
  - Terminal Renovations -- \$64.8 million to upgrade terminal building systems and structures;
  - Central Plant Improvements -- \$27.8 million to rebuild and upgrade central plant systems;
  - Terminal 3 Seismic Upgrades -- \$22 million for necessary seismic rebuild work;
  - ITC Check-in Counter / Boarding Gate Improvements -- \$5 million to replace and upgrade ITC check-in counter and gate systems; and,
  - Escalator, Moving Walks and Elevator Improvements -- \$12.8 million to replace and upgrade terminal escalators, moving walks and elevators.
- Utilities – \$215.6 million to rebuild facilities for water, reclaimed water, sewage, storm drainage, industrial waste, telecommunications, gas and electricity including distribution systems and related substations and pump stations including \$17.5 million to rebuild water system infrastructure and \$12.6 million to upgrade telecommunication system infrastructure. Also included is \$69.3 million to increase efficiency, processing, and capacity of the Mel Leong Treatment Plant as well as upgrading associated sewage and industrial waste systems.
- West of Bayshore – \$5.0 million to manage drainage requirements in Lomita Canal and 7th Avenue Ditch: property located west of U.S. Highway 101 currently under Airport Commission jurisdiction.



*Demolition of Terminal A*

## C. Emerging Needs

The proposed 10-Year Capital Plan does not include \$1.2 Billion in deferred "demand-driven" projects, which are intrinsically tied to passenger volumes and market forces. These projects, while undergoing preliminary planning activities, are not included in funding projections until economic conditions warrant it. If these projects move forward in the planning process, they will be added to future versions of the Airport's Capital Plan.

- Terminal 1 Boarding Area "B" Reconstruction – \$409.8 million project to demolish and reconstruct the boarding area as it is reaching the end of its useful life.
- Terminal 2 Boarding Area "D" Renovation – \$276.4 million project to rebuild Terminal 2 for tenant occupation; deferred until existing passenger processing capacity is exhausted.
- On-Airport Hotel and AirTrain Hotel Station – \$189.5 million and \$8 million projects, respectively, deferred until the business and local area market dynamics make them financially viable projects.
- Multi-Modal Transportation Center – \$189.5 million project to build a multi-level parking structure and transportation center west of the long-term parking facility.
- Control Tower Reconstruction – \$40 million project addressing seismic concerns involves the rebuilding and relocation of the Airport's Control Tower. This project will be funded through Federal grants; however, it will require a local match amount that is yet to be determined.
- AirTrain Extension to Long-Term Parking Garage – \$85 million project extending AirTrain to the Airport's long-term parking garage is deferred until the project is financially viable.

**Note:** This Table Does NOT Include Routine Maintenance

## Airport Facilities and Infrastructure



## **B. San Francisco Municipal Transportation Agency Facilities**



## B. San Francisco Municipal Transportation Agency Facilities

The Municipal Railway division of the San Francisco Municipal Transportation Agency (SFMTA) owns and operates 53 facilities, power substations, duct banks, subway stations, tunnels, and rail right-of-ways. The Parking Authority, a division of the SFMTA, manages 21 off-street parking lots and 11 parking garages.

Map ID	Facility	Map ID	Facility
<b>FACILITIES</b>			
1	Burke Avenue Facility	30	Downtown Power Substation
2	Cable Car Barn	31	Fillmore Power Substation
3	Central Control	32	Glen Park Power Substation
4	Facilities Maintenance Offices & Shops	33	Judah Power Substation
5	Flynn Division	34	Keith Power Substation
6	Green Light Rail - Annex	35	King Power Substation
7	Green Light Rail - Geneva Facility	36	Laguna Honda Power Substation
8	Green Light Rail - Metro Center	37	Marina Power Substation
9	Green Light Rail - Upper Yard	38	Mission Bay Power Substation
10	Islais Creek Site (under construction)	39	Outer Mission Power Substation
11	Kirkland Division	40	Phelps Power Substation
12	Metro East Site (under construction)	41	Randolph Power Substation
13	Overhead Lines Department	42	Richmond Power Substation
14	Potrero Division	43	San Jose Power Substation
15	Power Control Center	44	Taraval Power Substation
16	Presidio Division Offices	45	West Portal Power Substation
17	Presidio Division Shops	<b>SUBWAY STATIONS &amp; TUNNELS</b>	
18	Scott Division	46	Embarcadero Subway Station
19	Woods Division Operations	47	Montgomery Subway Station
20	Woods Division Shops	48	Powell Subway Station
<b>SUBSTATIONS</b>		49	Civic Center Subway Station
21	"E" Station Power Substation	50	Van Ness Subway Station
22	"J" Station Power Substation	51	Church Subway Station
23	"N" Station Power Substation	52	Castro Subway Station
24	Balboa Power Substation	53	Forest Hill Subway Station
25	Bernal Power Substation	54	West Portal Subway Station
26	Bryant Power Substation	55	Market Street Subway Tunnel
27	Carl Power Substation	56	Muni Metro Turnback Tunnel
28	Church Power Substation	57	Sunset Tunnel
29	Civic Center Power Substation	58	Twin Peaks Tunnel

## San Francisco Municipal Transportation Agency Parking Facilities



## A. San Francisco Municipal Transportation Agency Facilities

Passed by the voters of San Francisco in November 1999, Proposition E created the San Francisco Municipal Transportation Agency (SFMTA), bringing the Municipal Railway (Muni), the Department of Parking & Traffic (DPT) and Parking Authority together as one agency.

The Capital Improvement Program (CIP) is the set of projects and initiatives that SFMTA plans to undertake to replace, rehabilitate, enhance or expand system assets. The CIP is organized into the following programs:

**Fleet** – The rehabilitation and replacement of Muni's vehicles includes both revenue vehicles used to transport passengers (motor coach, trolley coach, light rail, historic streetcar, cable car, and paratransit) and non-revenue vehicles used to support the revenue fleet and system infrastructure.

**Infrastructure** – Including the rehabilitation, replacement and modification of rail, communications, signals, overhead, subway, stations, and cable car systems as well as ADA-mandated Key Stops, accessibility improvements, and transit preferential streets.

**Facilities** – Including development and management of space for the operations, maintenance, administration, and storage needs required to support SFMTA operations.

**Equipment** – This program provides for the replacement and acquisition of such items as rail grinders, video cameras, computers, and other tools needed for the continued operation of SFMTA's operating, maintenance, and administrative functions.

**Parking and Traffic** – Including regular replacement of parking control enforcement vehicles and support vehicles; facility rehabilitation for the paint, meter, sign, and signal shops; programmatic infrastructure improvements to traffic signs, signals, and pavement markings; pedestrian facility improvements and upgrades of bicycle lanes and paths; and extensive improvements to neighborhood streets to make them more livable and safe for all users – pedestrians, cyclists, transit, and autos.

**Other Projects** – A limited number of projects do not fit into the CIP programs described above, including: graffiti prevention, safety, security, Transbay Terminal replacement, and Treasure Island Ferry Terminal.



Market Street Bike Lane

Each capital program is categorized by the type of activity to be undertaken. These include replacement, rehabilitation, enhancement and expansion, described as follows:

**Replacement** - The regular replacement of an existing asset that has reached the end of its useful life. This includes the replacement of vehicles, such as buses and light rail vehicles.

**Rehabilitation** – The programmatic renewal of an existing asset. This includes the vehicle overhauls necessary for the fleet to operate to the end of its useful life.

**Enhancement** – The improvement of an existing asset. An example is the Paratransit Debit Card project, which will provide a better fare collection system than the one currently being used.

**Expansion** – Increases service beyond the current system. This includes such system expansions as the Central Subway and the renovation of Historic Streetcars to provide additional service.

SFMTA's total capital need is \$10.3 billion over the ten-year period. This need far outstrips the projected capital revenues of \$5.2 billion. For this reason, many capital projects will have to be deferred. There are two categories of capital projects: those needed to maintain the current level of service, called renewals, and those projects that could be pursued if new funding sources are identified, called enhancements. Approximately 87% of funds needed for SFMTA's renewal projects have been secured, while only 14% of the enhancement project funding has been secured. The enhancement project funding has been reduced significantly as funds that were more speculative in nature were removed so that unrealistic expectations were not created.



*Map of Proposed Central Subway*

There have been a few significant changes since the 2007-2016 Capital Plan. The agency went through a capital project prioritization process which added a number of projects to the capital program, including an additional \$650 million for Phase II of the Central Subway project (discussed below). These new projects are largely responsible for the \$2 billion in additional costs compared with last year. Also, in November California voters passed Proposition 1B, a \$19 billion transportation bond. SFMTA anticipates receiving at least \$700 million over the next 9 years from this program.

### **1. Renewal Program**

The SFMTA began using the facility renewal model mentioned previously for the first time last year. While the data is not yet complete enough to include in the 2008-2017 Capital

Plan, they have assessed 2.1 million square feet of building space and 4.3 million square feet of parking space. The goal is to identify all assets owned and used by SFMTA today, determine their lifecycle and identify any existing gaps, and use this information to define which assets may be leveraged or developed to support SFMTA's current and future operations.

In the next ten years, Muni will have the funding needed to perform the majority of the renewal and repair projects needed to maintain the current service level. Highlights of these projects include: ongoing cable car renovation and historic vehicle rehabilitation, the beginning of the next motor coach and trolley coach replacements, replacement of fareboxes, purchase and installation of wayside fare collection systems including Translink compatibility, rail replacement projects, overhead line rehabilitation, expansion of the NextBus automatic vehicle locator service, numerous facility safety improvements, replacement of the maintenance lifts at Flynn Yard, and studies of the Balboa Park and Glen Park station areas.

Parking and Traffic renewal and repair programs for various signal, sign, and striping projects have annual Proposition K funding of \$4.7 million. These local sales tax funds will support maintenance and upgrades of signals and streets, including new mast arms, wiring for pedestrian signals, raised flashing pavement reflectors, transit lane markings, and some replacement of red light photo enforcement equipment.

Major Renewal Program initiatives include:

**Radio System Replacement/Automatic Vehicle Location/Central Control.** The existing radio system has limited message capacity, inability to add new features or support data communications, and no longer meets Muni's needs. The FCC requires that radio communications migrate to a newer, narrower-band radio system by 2013. The NextBus Automatic Vehicle Location (AVL) system uses Global Positioning System (GPS) to track schedule adherence, expedite response to emergencies and road call requests, and collect passenger data. The current Central Control facility is undersized and antiquated, contributing to inefficiencies and limiting the functions which can be accommodated in this space. Expansion or relocation of the facility is needed to provide adequate space for existing functions and to accommodate service expansion.

**Safety and Security.** The SFMTA Transit Security Improvement Plan identifies a collection of projects to improve security systems at Muni storage and maintenance facilities and subway stations, and to detect and prevent vandalism at facilities and on vehicles. High priority projects included installing/upgrading video cameras at all facilities, implementing employee access control systems at all portals, installing intrusion alarm systems along the perimeter of all vehicle storage facilities, installing

fencing and gates at all portals and maintenance yards, improving signage system-wide, installing security video displays in the Security Office, and upgrading the GPS/GSM system on all vehicles.

## 2. Enhancement Program

Top priority enhancement needs for Muni include:

- **Central Subway - Third Street Light Rail Phase 2.** With the completion of Phase 1, set to begin operation in April 2007, the Central Subway is the top priority transit project for San Francisco. The project will extend the Third Street light rail line into a subway beneath Fourth Street, crossing under Market Street, continuing beneath Stockton Street, to its northern terminus in Chinatown. The Central Subway is in the highest priority category for transit expansion in the nine-county San Francisco Bay Area, is among the highest ridership transit expansion projects in the nation, and enjoys strong community support.



*Computer Rendering of Proposed Bus Rapid Transit*

- **Bus Rapid Transit on Van Ness Avenue and Geary Boulevard.** SFMTA has been working in close partnership with the SFCTA to study the possibility of implementing BRT on Van Ness and Geary. BRT is a new mode of transit for San Francisco, developed to deliver many of the benefits of light rail at lower cost with buses. It is a high-quality transit service that reduces travel time, increases reliability, and improves passenger comfort primarily by giving the bus an exclusive lane so it can operate faster and more reliably. Key components of a BRT system include: dedicated lanes or exclusive guideways, modern, low-floor, high-capacity buses, high quality bus stops, streetscape improvements and amenities, improved fare collection, and advanced transit and traffic management systems such as signal priority and real-time information systems.

- **Transit Preferential Streets.** Design and implement a variety of low- to medium-cost treatments to speed transit vehicle flow. Elements include exclusive or semi-exclusive transit lanes, colored or textured surface treatments, signal timing or priority, bus bulbs, stop respacing and relocation, and replacing stop signs with signals. Priority corridors include Market Street, 19<sup>th</sup> Avenue, Potrero, Outer Mission, Stockton, and Geneva.

## B. Deferred Capital and Emerging Needs

### 1. Deferred Capital

Unless additional funding can be secured, a number of important capital projects will be deferred in the next ten years. There are also a number of efforts underway that will help the agency to better identify and plan for its capital needs. These include:

- **Mid-life Rebuilds of the Fleet.** Motor coaches, trolley coaches, and light rail vehicles all require mid-life rebuilds in order to attain the required usable life and maintain adequate vehicle availability throughout that period. The total estimated cost, deferred in the past and through the next 10 years, is approximately \$500 million. Funding priorities for federal transit capital dollars in the region do not give priority for midlife rebuilds, and local dollars are fully programmed through 2020 to provide match for fleet replacement. While Muni has been able to identify about \$20 million in federal funds to start the Breda Overhaul program, the prospects for future federal funds for this purpose are dim, and this need will have to be met with local revenues. Without a steady stream of funding for this project, Muni has struggled to maintain vehicle availability and anticipates increasing challenges in the future.
- **Facility Rehabilitation:** Proposition K provides some funding to start to develop a long-range facilities renewal plan. This plan will identify the long term rehabilitation needs of the facilities owned or used by the agency. While this funding will not be sufficient to address the identified facility rehabilitation needs, it will provide a more complete picture of the agency's facility renewal needs.
- **Shop Equipment Program.** Deferred need of \$29 million for the acquisition and replacement of the equipment needed to support all aspects of Muni's operations and maintenance functions. A significant backlog of equipment needs exists due to the lack of capital grants available for equipment replacement. There are currently \$14 million in deferred replacements with roughly \$1.5M needed annually over the next 10 years.

Parking and Traffic also has several significant projects that will be deferred in whole or part due to a lack of full funding.

- **SFgo.** Implementation of a citywide intelligent transportation management system that will gather real-time information on current traffic flow and congestion, process and analyze this information, respond to changes in

roadway conditions, and disseminate information to the public. The program will advance San Francisco's Transit First Policy by helping to preserve and enhance the city's public transportation system. It will significantly improve existing obsolete and deteriorating traffic signal communications facilities and implement various Intelligent Transportation System (ITS) technologies to improve the overall effectiveness of the transportation system. ITS technologies include transit signal priority, communications with signal controllers, changeable message signs, and traffic cameras.

- **Relocation of the Sign Shop and Paint Shop.** Both of these facilities are aging rental properties and there would be long term savings and efficiencies if they were relocated to property owned by SFMTA.
- **Relocation or remodel of the Parking Meter Shop.** Currently located in city owned property with significant deferred maintenance.
- **Signs, Signals, and Striping.** Although funding from Prop K is available for some programmatic repair and maintenance, 62% of estimated sign needs and 34% of striping needs are unfunded.

## 2. Emerging Needs

In addition to the Asset Assessment mentioned previously, there are a number of other efforts underway that will help the agency to better identify and plan for its capital needs. These include:

- **Transit Effectiveness Project (TEP).** The TEP is an 18-month project to review, evaluate, and make recommendations on the existing Muni transit system, with the goal of making service more attractive to the public and lowering operating costs. It has been over 25 years since the last comprehensive review of San Francisco's transit system. The transit system faces many challenges including changing travel patterns, increasing costs, and operational and physical constraints that affect on-time performance. While the focus of the plan is on long-term improvements, recommendations will also be made for short-term actions. The TEP may identify additional capital needs, such as changes to the type and size of vehicle fleets, which will be incorporated into the capital program as they are developed.
- **Traffic Calming Program.** Addresses the ever-growing concerns of competing street users by increasing traffic safety, with special attention given to non-motorized users. Traffic calming attempts to reduce the negative impacts of auto traffic by redesigning streets and sidewalks, without

limiting mobility or impeding public transportation. Traffic calming measures include sidewalk bulb-outs, traffic circles, and speed humps.

- **Bicycle Access.** The Bicycle Plan is a guide to providing a safe and attractive environment in which to promote bicycling as a transportation mode. The Bicycle Plan includes a policy document; incorporates new design guidelines for a wide range of bicycle facilities; and a revised Bicycle Route Network that emphasizes expansion and refinement of the existing Bicycle Route Network.
- **Pedestrian Safety.** Promotes safety and convenience for walkers, develops new policies and tests a number of innovative technologies and approaches to further these goals. San Francisco was the first city to receive federal approval for the citywide use of pedestrian countdown signals, now operating at some 660 intersections and expected to increase. San Francisco is one of three cities chosen nationally for a special federal grant to test "cutting edge" technologies to improve pedestrian safety. San Francisco led the Nation by implementing policies to increase pedestrian crossing time by 60 percent to allow for slow walkers. Other projects include testing flashing in-pavement crosswalk lights, adding and improving pedestrian refuge areas including signs in roadway medians reminding motorists to yield, and citywide conversion of crossing warning signs to brighter fluorescent versions. Using Proposition K sales tax revenues, the Pedestrian Program will lead an interdepartmental effort to develop a citywide Pedestrian Master Plan, including a long-range blueprint for physical improvements and policy changes.



*Pedestrians and Historic Streetcar cross Stockton at Market Street*

## SFMTA Capital Projects and Programs

Program/Project	Prior Years	FY2006	FY2009	FY2010	FY2011	FY2012	FY2013- FY2017	Total Cost	Funding Total	Total	Deferred Renewal	Deferred Enhancement
<b>Costs</b>												
<b>Fleet</b>												
Replacement	375,817	7,899	12,414	60,155	59,115	111,085	510,621	1,137,108	1,038,192	108,916	108,916	
Rehabilitation	96,294	23,153	84,678	52,423	12,926	11,249	176,315	457,039	157,170	289,869	289,869	-17,535
Enhancement	50,764								33,229	17,535		34,830
<b>Expansion</b>	9,285								22,537	34,830		
<b>Infrastructure</b>												
Replacement	415,724	62,633	130,367	26,065	24,000	20,000	109,000	778,789	774,409	4,380	4,380	
Rehabilitation	5,609	2,520	2,556	2,473	3,532	-	16,680	15,110	1,580	1,580		
Enhancement	108,076	4,211	34,083	8,660	10,390	7,756	27,538	200,714	76,289	124,425		124,425
<b>Expansion</b>	634,777	409,878	90,884	683,624	421,227	427,240	3,490,348	6,157,977	2,367,768	3,790,209		3,790,209
<b>Facilities</b>												
Replacement	162,841	40,478	1,000	1,000	1,000	1,000	5,000	212,318	174,943	37,376	37,376	
Rehabilitation	70,040	14,400	14,400	20,236	14,400	14,400	72,000	219,876	61,491	158,384	158,384	-
Enhancement	13,394	127					1,212	14,733	11,922	2,811	2,811	2,811
<b>Equipment</b>												
Replacement	42,545	3,816	3,148	3,274	6,365	3,541	19,945	82,633	9,668	72,985	72,985	
Enhancement	3,751	23,224	21,250	21,250	21,250	21,250	108,250	218,225	66,459	151,756	-	151,756
<b>Parking &amp; Traffic</b>												
<b>Fleet</b>	-	150	50	150	225			775		775	775	
Infrastructure	-	57,521	57,521	57,521	57,521	57,521	287,603	575,205	332,728	242,477	34,066	208,411
Facilities	-	500	500	300				1,300		1,300	1,000	300
Equipment	-	4,700	4,100	4,100	4,100	4,100	20,500	41,600	1,263	40,337	14,737	25,800
Other	-	3,200	3,300	1,700				8,200		8,200		8,200
<b>Other Projects</b>	73,053	2,643	1,578	47	47	47	233	77,646	76,110	1,536	(0)	1,536
<b>TOTAL</b>	2,061,971	661,102	461,927	942,877	636,023	679,413	4,665,647	10,308,960	5,209,290	5,099,670	734,048	4,365,622
<b>Revenues</b>												
<b>Federal</b>	901,535	120,882	91,061	172,917	169,501	160,276	900,366			2,516,549		
<b>State</b>	259,572	80,000	80,000	80,000	80,000	80,000	240,000			889,572		
<b>Local</b>	682,842	82,404	131,587	150,268	197,934	121,361	428,573			1,783,169		
<b>TOTAL</b>	1,843,950	283,296	302,648	403,185	447,435	361,837	1,566,939			5,209,290		

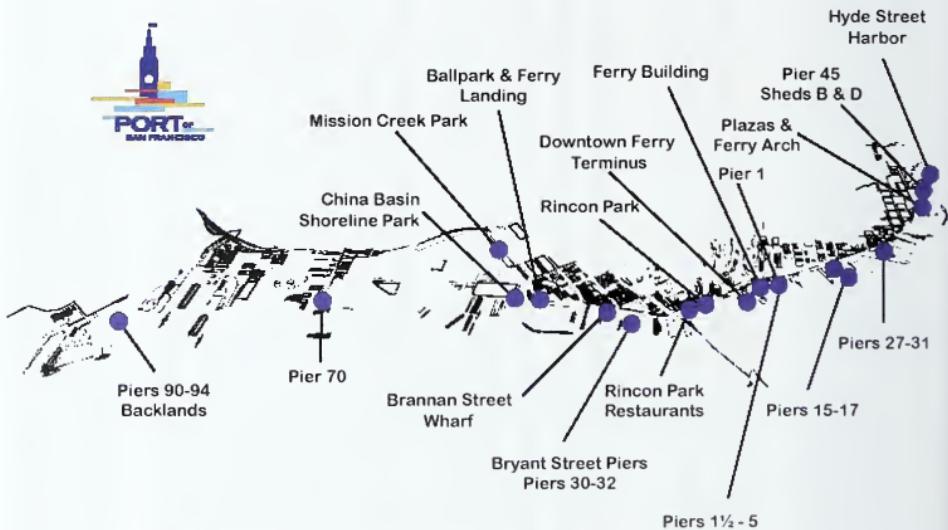
Notes:

Prior Years includes costs/funds only for projects that are still active.



## C. Port of San Francisco

The Port of San Francisco owns or has responsibility for 39 pile supported pier structures, 245 commercial and industrial buildings, over three miles of streets, sidewalks, and elements of utility infrastructure that support them. Smaller, but no less important, are such capital items as cargo cranes, railroad track, and heavy equipment used by the Port's maintenance division, which also must be maintained by the Port.



## A. Port of San Francisco Facilities Highlights

All of the piers currently in use by the Port or Port tenants were originally constructed around 100 years ago. Of those, only nine have been rehabilitated since 1950 including Pier 39, ATT Ballpark, the Ferry Building, Pier 1, Pier 48, Pier 80, Pier 45, Pier 27, and Piers 1.5, 3 and 5. Most of the shed buildings atop the Port's piers are 40 to 100 years old. The venerable status of these structures makes many of them historically significant.

The National Park Service approved designating the Embarcadero National Register Historic District along the northeast waterfront from Pier 45 in the north to Pier 48. This district includes 20 historic piers and eight other structures of historic significance. The Pier 70 area also includes 35 buildings and many other features recognized to be of historic significance. The Port is submitting an application to the National Park Service requesting the Pier 70 area to be designated as a National Register Historic District as well.

The reconstruction of Piers 1 ½, 3 and 5 located north of Pier 1 was completed in November 2006 under a private/public partnership development. The Port also recently completed construction of the Illinois Street Bridge which will allow freight rail access to Pier 80, the Port's cargo facility. The Port recently awarded the construction contract for the south approach to the Illinois Street Bridge that should be complete by summer 2007 at which time the Port will be better able to market the Pier 80 facility to prospective clients. Finally, construction of the Rincon Restaurants located south of Rincon Park near Pier 22.5 commenced in October 2006 and is scheduled to be complete fall 2007.

However, the Port still requires significant investment to repair, replace, and upgrade its facilities to continue to function. The proposed 10-year capital plan identifies a total of \$1.4 billion primarily for deferred maintenance and seismic upgrade work required on Port facilities. Of that amount, the Port has identified a total of \$491 million in funding including: the Port's tenants; the Port's operating budget; revenue bonds; development projects; and Infrastructure Financing District bonds. The largest project in the Port's Plan is Pier 70 which is estimated to cost approximately \$356 million to upgrade salvageable buildings and demolish unsalvageable buildings, conduct environmental remediation and street and utility infrastructure improvements, and build an open space park area near the water's edge.

The plan identifies a total of \$1.4 billion primarily for deferred maintenance and required seismic upgrade work.

The Port has developed policy options such as grant funds, General Obligation bonds, and potential development projects to address the unfunded portion of its Plan. However, each of those options will require significant staff time to develop and implement as well as support from the City's policy makers.

## **1. Renewal Program**

\$825.3 million, or 57%, of the projects identified in the Port's 10-year capital plan address renewal and repair of existing facilities or deferred maintenance. Of the \$491 million that the Port proposes to fund in the 10-year capital plan, approximately \$241.7 million, or 49%, are renewal and replacement projects which are primarily sub-structure pier repairs and basic repairs to the pier super-structure such as replacing roofs, utilities, and rolling doors. In addition, this Plan includes street resurfacing and sewer repair projects. Some of these repairs will be funded by Port tenants as required in their leases. Other repairs will be covered by the Port through its annual operating budget. The balance will be covered by development projects and Port revenues bonds that are discussed in detail in the subsequent Enhancement/Improvement Program sections because some of these repairs will be combined with seismic upgrades for various Port facilities.

## **2. Enhancement Program (FY2008 – FY2012)**

The first five years of the Port's ten-year capital plan proposes an investment of \$269.9 million to fund improvements to the Port's facilities, including \$125.5 million for seismic upgrades to: Piers 15 and 17 where the Exploratorium is planning to renovate the facility to use as its new location; Piers 27-31 which is under development for a mixed-use project; and Piers 9 and 50 through issuing Port revenue bonds in 2010-11.

In addition, the Port's 10-year capital plan programs \$60 million to fund infrastructure improvements with Infrastructure Improvement District bond funds at Piers 27-31 to help fund the substructure repairs and seismic upgrades in addition to the private funds invested by the developer for those pier upgrades and repairs.

Further, while not part of the Port's 10-year capital plan, the development projects identified in this Plan will include major renovations to accommodate new uses such as transforming storage shed space at Pier 15 to an interactive museum, but such work would be funded by a developer or tenant and not considered a Port expense. As such, the Port did not include those costs in its 10-year capital plan.

### **Port Revenue Bond Projects**

The Port anticipates issuing \$46.4 million in revenue bonds by FY2010-11. The Port selected projects to fund through revenue bonds based on whether the facility (1) is currently profitable, (2) has the potential to be profitable because it is under-utilized, (3) has a lease set to expire in the next 10-years and, if the Port makes improvements to it, can enter into a new lease for more than the current square footage amount, or (4) is critical to supporting the Port's operations.

Based on these criteria, the Port proposes to make improvements to the following Port facilities with Port revenue bonds:

**Agriculture Building:** The yellow brick building located south of the Ferry Building is currently leased through short-term leases for office space and Amtrak's ticketing office. The Port is beginning a planning process to determine possible new uses that it anticipates to complete in 2007-08. An analysis of revenue potential indicates that making the required repairs and upgrades will generate net lease revenues for the Port.

**Pier 24.5:** located south of Fire Station 35 at Pier 22.5, Pier 24.5 is currently vacant due to the condition of the facility. Repairing the facility and making seismic upgrades will allow the Port to lease the facility again. An analysis of revenue potential indicates that making the required repairs and upgrades will generate net lease revenues for the Port.

**Pier 50:** located on Terry Francois Blvd south of ATT Ballpark, Pier 50 houses the Port's maintenance facility. Therefore, it is a high priority for the Port to at least repair it such that it can continue to provide that function. The estimated 10-year capital plan cost equals \$57.5 million, of which the Port proposes to allocate \$26.6 million in revenue bonds to cover repairs and seismic upgrades required to better market the facility.

**Miscellaneous Pier Apron and Seawall/Wharf Repairs:** There are several piers that require major apron repairs. Repairing these aprons will allow the Port and its tenants access to and use of the aprons which improves the marketability of those piers and/or fulfills the Port's responsibilities under existing leases. In addition, the Port needs to (1) replace Wharf J-9 seawall which is required to continue to use the adjoining leased facilities and (2) make major repairs and improvements to the Pier 90 Wharf which is required to support Port operations storage requirements. The estimated 10-year capital plan cost equals \$11.4 million, of which the Port proposes to allocate \$2.5 million in revenue bonds.



Bayfront Park at Mission Bay

## Developments Projects

The following piers are currently public-private partnership development projects in which a developer enters into a 66-year lease with the Port for property, secures financing and is responsible for project delivery. The Port expects these development projects will be in construction in the next five years. As previously noted, the cost estimates included in this Plan only include repair and replacement costs and seismic

upgrades that the Port would need to do to the facilities to continue operating them for their current uses. The descriptions below include enhancements that the developers are making to the facilities to change their use, the cost of which is not included in this Plan.

- **Piers 15 – 17:** The Port entered into an Exclusive Negotiating Agreement (ENA) with the Exploratorium to renovate Piers 15-17 to relocate the Exploratorium which is a museum of science, art and human perception, currently located at the Palace of Fine Arts. During the past several years the museum has been looking for a new home to accommodate its expanding needs. The Exploratorium proposes to lease Pier 15 under a long-term lease and develop it for museum and ancillary uses, with the idea of expanding into Pier 17 in later years. Piers 15 and 17 are located in the Northeast Waterfront on The Embarcadero at Green Street. 10-year capital plan cost = \$60.2 million.
- **Piers 27-31:** Located on the northeastern waterfront, approximately one mile north of the Ferry Building. Piers 27-31 are under the jurisdiction of the Port Commission and currently consist of 832,369 square feet of pier space. Under the proposed Project Plan, the Developer would be awarded a 66-year lease agreement by the Port Commission (Port), to renovate, construct, occupy, and rent out space at Piers 27-31 for mixed uses. The Port entered into an ENA with SF Piers LLC to develop these piers for recreation uses and office space. The project is expected to be in construction in two years. As described below, the Port proposes to issue \$60 million in Infrastructure Financing District (IFD) tax increment bonds to help pay for the substructure repairs and seismic upgrades. 10-year capital plan cost = \$115.5 million.



Piers 27-31

### 3. Enhancement Program (FY2013 – FY2017)

The second half of the 10-year Plan will focus on Port revenue bond and Infrastructure Financing District bond funded projects.

#### Port Revenue Bond Funded Projects

The Port estimates to be able to issue \$50.2 million in revenue bonds by 2011-12. The Port proposes to make improvements to the following Port facilities with Port revenue bonds.

- **Pier 9:** located on the Embarcadero Roadway at the foot of Broadway, Pier 9 has office space and maritime support facilities on its aprons. It is currently one of the Port's most profitable facilities netting over \$1 million annually. Thus, the Port decided that investing in upgrades would help ensure Pier 9 continued to be a profitable facility. Estimated 10-year capital plan cost = \$20.7 million of which the Port plans to allocate \$15 million in revenue bonds.

- **Pier 19, 23,33 and/or 35 Bulkhead Building:** These piers are located near one another in the northern waterfront between Piers 17 and 39. All of them require repairs and seismic upgrades. However, the Port has not begun a planning process to determine possible uses for the piers. Depending on the outcome of such a planning process, the Port will allocate revenue bonds to the pier or piers that produce the highest return from such an investment. Estimated 10-year capital plan cost = \$85.9 million of which the Port proposes to allocate approximately \$10.1 million in revenue bonds.
- **Pier 80:** located in the southern waterfront near Cesar Chavez Street, Pier 80 is the Port's cargo facility primarily focused on bulk and break-bulk cargo. It is currently under-utilized. Financing needed repairs could be covered by increased revenues if the Port is better able to market this facility. In addition, as noted earlier, the Port recently constructed the Illinois Street bridge that will allow freight rail access to Pier 80 making it easier for the Port to market Pier 80 to prospective clients. Estimated 10-year capital plan cost = \$93.9 million of which the Port proposes to allocate \$26 million in revenue bonds to cover sub-structure and super-structure repairs.

### Port Infrastructure Financing District

The State recently adopted legislation that allows the City to create an Infrastructure Financing District (IFD) within the Port's jurisdiction, an alternative method of collecting property tax increment under state law that doesn't require a blight finding nor does it require a set-aside of a portion of the tax increment for affordable housing. The Port's 10-year capital plan assumes issuing a total of \$135 million in IFD debt for the Piers 27-31 project and Pier 70 Improvements. There may be other Port development projects for which issuing IFD debt will be necessary to repair and upgrade the Port's property under a private/public partnership. However, as of the writing of this report, the Port has not identified specific sites where it plans to issue a RFP for a development project for which it requires public financing to attract developers.

Since the Port's property is owned by the State, Port non-governmental tenants pay possessory interest taxes in lieu of property taxes.

**Pier 70 Improvements:** The Capital Plan identifies a total of \$356 million related to the Pier 70 complex including: environmental remediation, constructing and reconstructing streets, sidewalks, street lighting, and sewer and water system, open space development, historic building preservation and reuse of only a portion of the site, principally along the main 20th Street, which is lined with the site's most beautiful and valuable historic properties, stretching to the waterfront. Long a ship-

building and ship-repair site, Pier 70 now houses the most important collection of historic industrial buildings west of the Mississippi but owing to age, type of construction, deterioration, lack of code compliance and absence of site utilities and roads or walkways, most of the 35 buildings on the site are not used and only a few are leased.



Pier 70 Crane Cove Park

Unfortunately, the Port has sought developers for Pier 70 in the past without success primarily due to the condition of the historic buildings and required the environmental remediation. The Port is working on completing a viable master plan that includes: 1) a survey of the historic resources and development of preservation options; and 2) an economic and planning feasibility analysis of development options for Pier 70. We expect to complete enough of this master plan in 12-months to draft and issue a development RFP for Pier 70.

The project envisions bringing most, but not all, of the historic buildings and artifacts (fences, cranes), up to current code, repairing or replacing all building utilities and building systems, but not adding new square feet; work would be done to meet the standards of the U.S. Secretary of the Department of Interior in keeping with the buildings' eligibility for the National Register. Creation of new public open space along the edge from Pier 66 to the SF Drydock leasehold is another element of the project.

The Port's 10-year capital plan programs \$75 million in IFD bond funds to cover Pier 70 campus infrastructure costs which consist of \$20 million to construct streets, sewers, water mains, sidewalks, and street lighting and approximately to \$30 million in environmental clean-up costs. The IFD funds can also be used to fund other public amenities such as renovating one or more of the Pier 70 historic buildings for a public serving use. The Port chose to fund Pier 70 infrastructure work because it consists of traditional public improvements that redevelopment agencies typically fund with tax increment funds. In addition, the Port would be better able to attract a developer for Pier 70 if it can invest Public funds in the project. The \$75 million estimate is based on a final development project cost of \$800 million. Recent estimates to fully develop Pier 70 have been over \$1 billion. Thus, the \$800 million estimate is conservative.

## B. Deferred and Emerging Needs

The Port's proposed ten-year capital plan defers improvements to 67 of its facilities estimated to cost a total of \$955.8 million. The most significant deferred projects include the following Port facilities:

Port Facility	Unfunded Portion to Repair & Seismically Upgrade
Pier 26 – warehouse & office space	\$43 million
Pier 28 - warehouse & office space	\$29.8 million
Port Facility	Unfunded Portion to Repair & Seismically Upgrade
Pier 35 – the current cruise terminal	\$40.6 million
Pier 38 – maritime recreation facility located next to South Beach Harbor	\$44.6 million
Pier 50 – houses the Port's maintenance facility	\$21 million
Pier 48 – Located south of ATT Park, this pier is currently unused while the Port undergoes CEQA review of eligible uses	\$11.4 million
Pier 54 – Office, storage and various maritime uses	\$35.2 million
Pier 70 complex – includes several historic industrial buildings built in the late 1800s and cranes. See description in the section above for more details on the Pier 70 complex	\$263.1 million
Pier 80 – cargo facility	\$68 million

#### Funding Options for Deferred Projects

- (a) **Grant Funds** – The Port thinks that it may be able to secure grant funding for the rail tunnel notches and Quint Street rail improvements through the State's Proposition 1B Infrastructure Bond funds but not to help upgrade its facilities.
- (b) **Public/Private Partnerships** – The Port believes Pier 33, Pier 35, Pier 26, Pier 48, and Pier 70 will make good candidates for future development projects. However, it has not issued RFPs to do so nor has it secured approvals from various state agencies such as State Lands Commission and Bay Conservation and Development Commission (BCDC) for project scopes. Thus, while the Port has identified these facilities as potential development projects, it is premature to conclude that they will be repaired and upgraded by a developer.
- (c) **General Obligation Bonds** – The Port has identified \$61 million in open space improvement projects including: the Brannan Street Wharf; Crane Cove Park at Pier 70; open space improvements in Fisherman's Wharf; Bayfront Park in Mission Bay; and Blue Greenway Improvements. The Port is hopeful that some or all of these projects will be included in a future Recreation and Park General Obligation bond since these improvements are primarily



Brannan Street Wharf

for the public's benefit and therefore not suitable to be funded through a Port revenue bond. As previously noted, the Port's criteria for selecting projects to fund through Port revenue bonds are whether (1) the facility is currently profitable, (2) the facility has the potential to be profitable because it is under-utilized, (3) a lease expires in the next 10-years that provides an opportunity to enter into new leases for more than the current square footage amount if the Port makes improvements to it, or (4) the facility is critical to supporting the Port's operations.

- (d) **Piers 30-32 Cruise Terminal Project** – Finally, the Port's developer, SFCT, for the cruise terminal project at Piers 30-32 did not exercise its option to extend the terms of the LDDA, citing rising construction costs and the inability of the Project to generate sufficient financial returns. Prior to considering any new cruise terminal proposals at Piers 30-32, the Port Commission will review and update its goals and objectives for the Project. To inform the Port Commission's review, the Port Executive Director appointed an ad hoc Cruise Terminal Advisory Panel to re-evaluate the site plan and propose a master plan and implementation schedule for the cruise terminal. The advisory panel will be given approximately six months to reach a series of recommendations that will be presented to the Port Commission for their consideration. As a result, the Port's Capital Plan does not program any funding for Piers 30-32. Subsequent capital plans will include the results from the Port Commission's review of Piers 30-32 and the cruise terminal project.
- (e) **No Identified Funding Options** – If the Port is unable to identify a funding source or a developer to repair and seismically upgrade these facilities, it will eventually need to close the facilities and demolish them if it can secure the funds to do so or allow them to deteriorate and fall into the bay.



Pier reconstruction project underway

## Port Facilities and Infrastructure

Program/Project	Cost Estimate	FY2007			FY2008			FY2009			FY2010			FY2011			FY2012			FY2013-			PLAN TOTAL	Differed
		FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013-	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026			
<b>COSTS</b>																								
Dredging	30,000,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000	30,000	30,000	240		
Facility Condition Survey	3,240,000	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	3,000	3,000	3,000	3,000	800		
Emergency Facility Maintenance and Repair Equipment	10,800,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	5,000	10,000	10,000	10,000	800		
Street Repairs, Sewers, Sidewalks, etc	7,663,000	0	756	756	400	400	500	500	500	500	500	500	500	500	500	500	500	0	296	0	0	0	6,265	
Annual Repair & Replacement Projects - Misc Piers & Facilities (1)	17,513,020	0	3,404	3,308	3,716	3,615	3,615	3,615	3,615	3,615	3,615	3,615	3,615	3,615	3,615	3,615	3,615	3,608	12,503	12,503	12,503	12,503	2,684	
Pier 15	29,127,000	368	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27,356	
Pier 16	24,264,000	0	24,264	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17,486	
Pier 17	19,688,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11,659	
Pier 18	39,376,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19,688	
Pier 19	27,791,000	0	6,333	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	39,376	
Pier 21	69,366,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	21,458	
Pier 22	22,981,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	53,166	
Pier 35	40,572,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	22,981	
Pier 40	27,209,000	0	21,368	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	37,905	
Pier 40	57,488,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,841	
Pier 50	35,165,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	57,488	
Pier 54	338,143,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	33,062	
Pier 60	93,948,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	320,643	
Pier 9	20,670,000	0	1,370	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	93,948	
Other Port Facilities & Piers	516,564,000	0	71,728	0	61,983	0	52,600	0	52,600	0	52,600	0	52,600	0	52,600	0	52,600	0	25,827	212,148	0	0	304,416	
Reduce by Annual Repair & Replacement Projects - Misc Piers & Facilities	(27,356,085)	<b>TOTAL</b>	<b>1,431,528,000</b>	<b>8,071</b>	<b>133,825</b>	<b>8,762</b>	<b>70,755</b>	<b>94,662</b>	<b>91,908</b>	<b>(27,356)</b>	<b>1,023,543</b>													

(1) Annual Repair & Replacement Projects are included in the piers and facilities listed in this Plan. The Port will annually select which projects to fund based on priority.

### REVENUES

Port Tenant Responsibility	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30,597	30,965
Port Operating Budget (prorated allocations)	86,563,595	7,704	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	8,762	43,811	43,811	43,811	43,811	86,564	
Port Revenue Bonds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	85,900	85,900
Development Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	189,763
Infrastructure Financing District	17,500,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17,500
<b>TOTAL</b>	<b>104,063,595</b>	<b>8,071</b>	<b>136,532</b>	<b>8,762</b>	<b>70,755</b>	<b>94,662</b>	<b>91,908</b>	<b>410,692</b>																

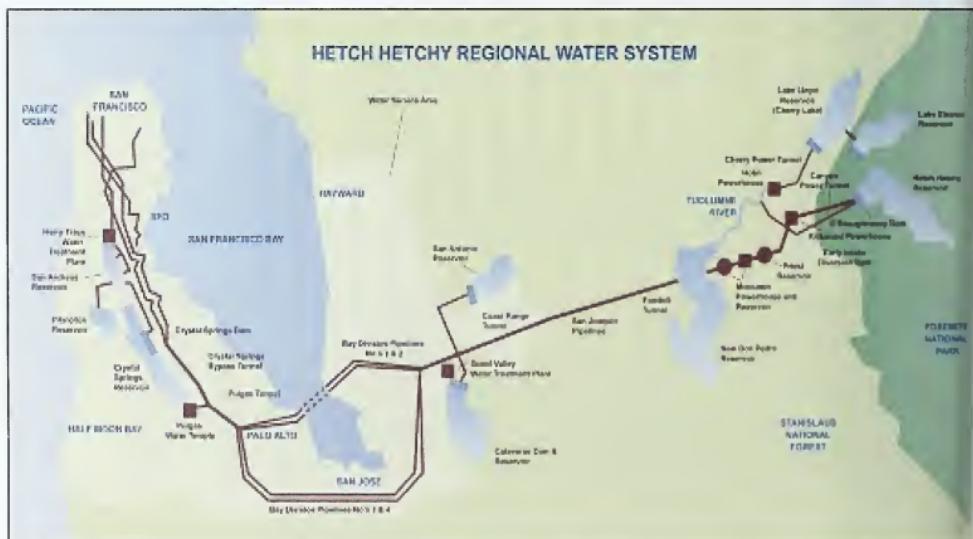
## D. Public Utilities Commission

The San Francisco Public Utilities Commission (SFPUC) provides water, wastewater, and municipal power services to San Francisco. Under contractual agreement with 28 wholesale water agencies, the SFPUC also supplies water to 1.6 million additional customers within three Bay Area counties. The SFPUC system provides four distinct services: Regional Water, Local Water, Wastewater (collection, treatment and disposal), and Power. The SFPUC is presented here in four chapters, one for each distinct service.

### Proposed San Francisco Public Utilities Headquarters

The SFPUC has acquired the rights to 525 Golden Gate from the City and is considering developing the property for SFPUC office space. To that end, SFPUC is currently contracting for demolition (approximately \$4 million) and further design work (approximately \$4 million). Funding for the demolition and initial design work will be a joint obligation of all three enterprises.

### Regional Water Facilities



## Local Water Facilities



## D. Public Utilities Commission—Water System Improvement Program

### A. Water System Improvement Program Highlights

The San Francisco Public Utilities Commission (SFPUC) has embarked on a multi-billion dollar, multi-year capital program to rebuild its water system. The Water System Improvement Program (WSIP) will deliver capital improvements that enhance the SFPUC's ability to provide reliable, affordable, high quality water to its 2.4 million customers in an environmentally sustainable manner.



*A break in the San Joaquin pipeline shows the need for the WSIP*

In October 2004, the SFPUC General Manager ordered a thorough review of the 2002 CIP in order to ensure system-wide integration of the projects within the program. This effort provided the groundwork for a revised capital improvement program, resulting in the refinement of program objectives, the development of Level of Service (LOS) goals and the renaming of the CIP to the Water System Improvement Program (WSIP).

In early 2005, the SFPUC hired Parsons Water & Infrastructure, Inc. with CH2M Hill to provide program, project, and preconstruction management services on the WSIP. Their first task was to provide an independent assessment of the WSIP relative to the adopted Level of Service (LOS) goals, the results of which they published on October 21, 2005. Building from their recommendations, the Commission formally adopted a revised program on November 29, 2005. This set the stage for a new program baseline from which to measure WSIP progress. The revised program is included in this 10 Year Capital Plan.

The WSIP describes levels of service, scope, schedule, and the projects that fulfill them. The objectives of the program are to:

- (1) Furnish system improvements to provide high quality water that reliably meets current and foreseeable local, state, and federal requirements.
- (2) Reduce vulnerability of the water system to damage from earthquakes.
- (3) Increase reliability of the system to deliver water by improving redundancy needed to accommodate planned outages for maintenance and unplanned outages resulting from facility failure.
- (4) Provide near-term improvement of water supply/drought protection.
- (5) Set forth long-term water supply/drought management options for technical evaluation, cost analysis, and environmental review.



*The new 300kW standby generator at the Millbrae Maintenance Yard reduces the potential for service interruption and increases the system's reliability.*

- (6) Enhance sustainability through improvements that optimize protection of the natural and human environment.
- (7) Provide improvements resulting in a cost-effective fully operational water system.

The Commission provided direction on specific level of service goals for water quality, seismic reliability, delivery reliability, and water supply. These levels of service goals were the basis for developing the scope and magnitude of projects comprising the WSIP.

## B. Regional and Local Projects

The WSIP includes projects within San Francisco that are part of the local water system and projects in the San Joaquin, Sunol Valley, Bay Division, Peninsula, and San Francisco regions that are part of the regional water system. The following list shows some of the various projects that comprise the WSIP.

Regional Projects	
San Joaquin	Tesla Portal Disinfection Facility Lawrence Livermore Supply Improvements San Joaquin System Advanced Disinfection
Sunol Valley	SVWTP - New Treated Water Reservoirs Calaveras Dam Replacement Irvington Tunnel Alameda Siphon Upgrade Additional 40 mgd Treated Water Supply San Antonio Pump Station Upgrade Pipeline Repair and Readiness Improvements Standby Power Facilities - Various Locations Alameda Creek Fishery Enhancement
Bay Division	BDPL Nos. 3 and 4 Crossovers BDPL Nos. 3&4 Crossover/Isolation Valve @ Hayward Fault Seismic Upgrade of BDPL Nos. 3&4 @ Hayward Fault Bay Division Pipeline Reliability BDPL 4 Slipline PCCP Sections SFPUC/EBMUD Inter-tie Installation of SCADA System - Phase 2 & System Security Upgrades
Peninsula	Cross Connection Controls Pulgas Balancing Reservoir Rehabilitation Crystal Springs/San Andreas Transmission Upgrade Capuchino Valve Lot Improvements Baden and San Pedro Valve Lots Improvements HTWTP Short-term Improvements HTWTP Long-term Improvements New Crystal Springs Bypass Tunnel Adit Leak Repair - Crystal Springs/Calaveras Lower Crystal Springs Dam Improvements
SF Regional	Sunset Reservoir - North Basin Crystal Springs No. 2 Pipeline Replacement San Andreas No. 3 Pipeline Installation University Mound Reservoir - North Basin Groundwater Projects Recycled Water Project
Miscellaneous Projects	SF Bay Desalination Program Environmental Impact Report Watershed and Environmental Improvement Program



A new fourth Alameda Siphon in Sunol Valley will be seismically upgraded as it crosses the Calaveras earthquake fault line.

<b><i>San Francisco Projects</i></b>	
Reservoirs	Summit Reservoir Rehabilitation New Northwest Reservoir Hunters Point Reservoir Rehab & Seismic Upgrade Stanford Heights Reservoir Rehabilitation Potrero Heights Reservoir Rehabilitation Sutro Reservoir Rehab & Seismic Upgrade
Pump Station / Tanks	Crocker Amazon Pump Station Upgrades Lake Merced Pump Station Essential Upgrade La Grande Tank Seismic Upgrade Forest Hill Tank Rehab & Seismic Upgrade Forest Hill Pump Station Upgrades Forest Knolls Pump Station Upgrades Forest Knolls Pump Station Upgrades McLaren Park Pump Station Upgrades Mount Davidson Pump Station Upgrades Palo Alto Pump Station Upgrades Sky View - Aqua Vista Pump Station Upgrades Summit Pump Station Upgrades McLaren #1 Tank Rehab & Seismic Upgrade Potrero Heights Tank Seismic Upgrade Forest Knolls Tank Seismic Upgrade Lincoln Park Tank Seismic Upgrade McLaren #2 Tank Rehab & Seismic Upgrade Mount Davidson Tank Seismic Upgrade La Grande Pump Station Upgrades Potrero Heights Pump Station Upgrades Vista Francisco Pump Station Upgrades
Miscellaneous Projects	Vehicle Service Facility Equipment Safety Upgrade Fire Protection @ CDD



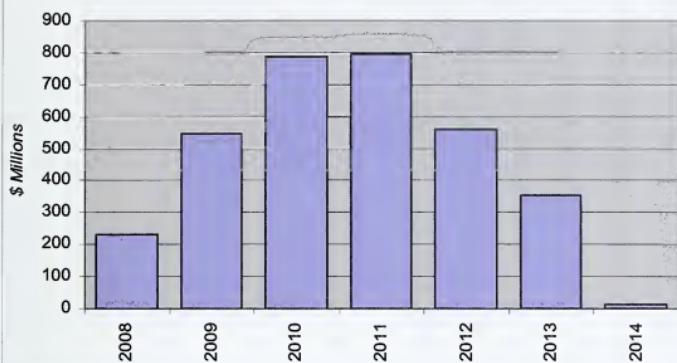
The Merced Manor Reservoir upgrade project was completed in Spring 2006

### **C. WSIP Facility Capital Funding Summary**

The ten-year capital plan includes a total of \$3.29 billion over the remaining six years of the Water System Improvement Program.

As shown in the following table, estimated spending will grow over the next several years and will more than double between FY 2008 and FY 2009; from \$233 million to \$546 million. Financed through the use of water revenue bonds, expenditures will peak in FY 2011 at approximately \$794 million and taper down to less than \$20 million by the end of the program in FY 2014.

**WSIP Projected Expenditures**  
**Fiscal Year 2008 - 2014**



## PUC Water System Improvement Program (WSIP)

Program/Project Costs	FY2008	FY2009	FY2010	FY2011	FY2012	PLAN	
						FY2013 - FY2017	TOTAL
<b>Revenues</b>							
Federal	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0
CESF GO Bond/COPS	0	0	0	0	0	0	0
Revenue Bonds <sup>2</sup>	233,082	546,166	786,667	793,891	559,556	368,190	3,287,551
Other	0	0	0	0	0	0	0
<b>Revenues Total</b>	<b>233,082</b>	<b>546,166</b>	<b>786,667</b>	<b>793,891</b>	<b>559,556</b>	<b>368,190</b>	<b>3,287,551</b>
<b>Shortfall</b>							
To be funded with debt, additional revenues, and/or deferring expenditures	0	0	0	0	0	0	0

### Notes

<sup>1</sup> Total reflects project costs and excludes financing costs.

<sup>1</sup> Total WSIP cost estimate = \$3,781,881 excluding financing costs.

<sup>2</sup> Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance. Excludes financing costs.



## D. Public Utilities Commission—Water Enterprise Facilities

### A. Water Enterprise Facility Highlights

The Water Enterprise (WE) of the San Francisco Public Utilities Commission is responsible for the operation, maintenance, capital improvements and repair/replacement of both local and regional facilities and assets. These include the following:

- Three Yards
- 30 Chemical Stations (chlorination stations, aeration facilities, fluoride station, alum treatment plant and Thomas Shaft).
- 24 Pipelines or related facilities
- 26 Pump Stations
- 29 Dams and Reservoirs
- 9 Tanks
- 11 Tunnels
- 28 Valve Lots
- Two Water Treatment Plants



Irvington Tunnel

The maps at the beginning of the Water System Improvement Program show the location of the major facilities.

#### 1. Renewal / Good Repair Program

The Water Enterprise Repair and Replacement (R&R) Program's recent historic annual funding is \$25 Million to \$30 Million. The proposed R&R Program includes projects supported at this level of funding that are needed for on-going maintenance and to keep the water systems operational with the goal of reaching a state of good repair. The ten-year capital plan includes R&R projects such as:

- **Transmission Lines and Bypass Valve Program.** This program is a multi-year program to repair or replace several existing transmission main lines and bypass valves that are nearing the end of their life.
- **Pre-stressed Concrete Cylinder Pipe Replacement Program.** This program will replace approximately 30 miles of pipeline.
- **Watershed and Facilities Fence Construction Program.** This is an on-going program to construct or reconstruct two to five miles of fencing annually (of approximately 1,000 miles of total fencing). The fencing protects watershed lands, right-of-ways, and water system facilities from vandalism, trespassing, or encroachments. The fencing will also

- preserve water quality by protecting watershed riparian zones and restricting cattle access to water bodies.
- **Meter Replacement, Distribution Main Replacement, New Services and Meters, Water Main Extensions.**

## 2. Enhancement Program (FY2008 – FY2017)

The ten year plan proposes investments in addition to R&R spending of approximately \$300 million. A majority of this investment will be expended on enhancement projects such as:

- **San Antonio Reservoir Oxygenation System:** Construction of this facility will allow oxygen to be distributed to the reservoir, providing multiple beneficial water quality enhancements. If funding for the project is available, final installation and testing of the facility could be completed by winter of 2007/08.
- **Sunol Quarries:** Managing mining in Sunol Valley now – and planning for the phased take-over of the Sunol Quarries following completion of mining – will maximize our ability to utilize the quarries for water supply and recreation purposes in the future. Planned analysis will identify appropriate slope gradients for water storage and human use, pipelines needed to move water out of quarries for potential treatment, and appropriate recreational enhancements.
- **Corrosion Protection Plan for Steel Transmission Lines in San Francisco:** CDD is embarking on a corrosion protection plan for steel transmission mains (20" and larger) in the City. The cost of this program is estimated at \$400,000 per mile compared to replacement cost of \$5 million per mile, with much less impact on our streets and neighborhoods.



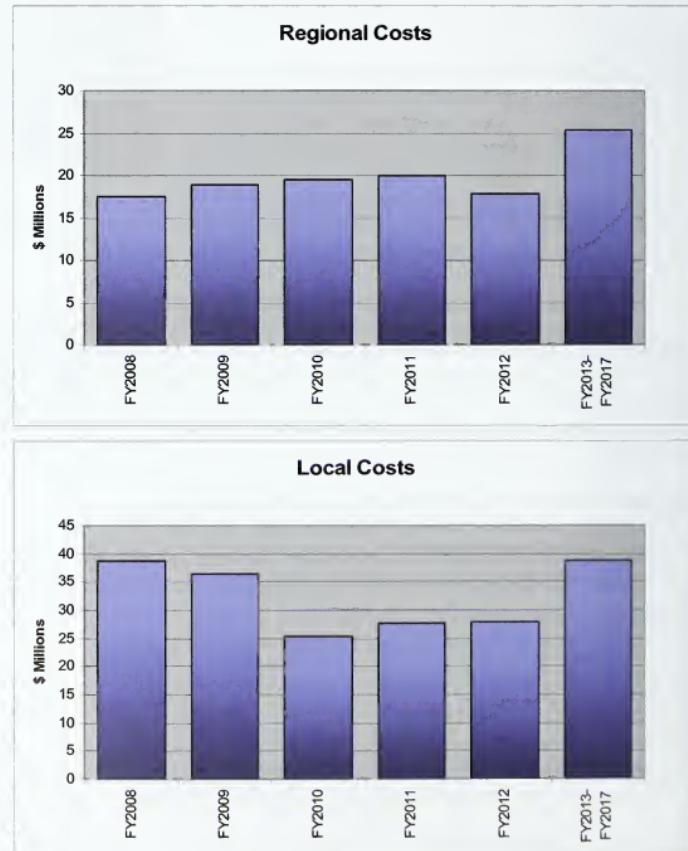
*San Antonio Pump House*

## C. Water Enterprise Facility Capital Funding Summary

The ten-year capital plan includes total estimated project costs for the Water Enterprise of \$571.6 million. Investments over the next ten-years, split into regional and local needs, are shown on the following table.

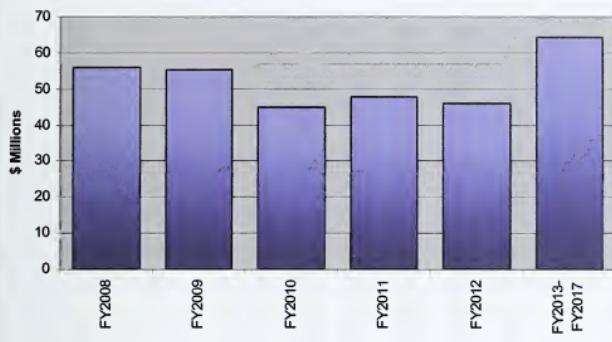
<b>Regional</b>	(millions)
Communications/Security/Misc	\$20.0
Storage	\$42.0
Treatment Facilities	\$33.0
Water Conveyance/Transmission System	\$54.0
Watershed (Roads/Right of Way)	\$72.0
<b>Total</b>	<b>\$221.0</b>
<b>Local</b>	
Water Conveyance /Distribution System	\$302.5
Communications/Security/Misc	\$48.0
<b>Total</b>	<b>\$350.5</b>

As shown in the graph below and the table at the end of this chapter, regional spending will grow over the next several years from \$17.5 million in FY 2008 to an average of over \$25 million per fiscal year in the final years of the ten-year plan. Local costs over the same period are more variable.



Average Annual Costs are used for FY2013-2017 in the tables to the right.

### Total Regional & Local Costs



*Note: Average Annual Costs are used for FY2013-2017*

The ten year plan identifies capital investment needs that will be financed with a combination of existing water revenue bonds and/or additional revenues. If revenues are not available, projects will be deferred.

The Water Enterprise is currently developing an Asset Management Plan to identify and evaluate capital, repair and replacement, and maintenance needs throughout the water delivery system. This program will provide a more accurate picture of true long-term capital needs in the system beyond those addressed by the WSIP. Preliminary results of this analysis are expected in the next twelve to 18 months.

# PUC Water Enterprise

Program/Project	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 -	PLAN
						FY2017	TOTAL
<b>Regional Costs</b>							
Communications/Security/Miscellaneous	2,000	2,000	2,000	2,000	2,000	10,000	20,000
Storage	2,000	3,000	3,120	3,245	0	30,600	41,965
Treatment Facilities	3,000	3,000	3,000	3,000	3,500	17,500	33,000
Water Conveyance/Transmission System	4,500	4,680	4,867	5,062	5,264	29,655	54,028
Watershed (Roads/Right of Way)	6,000	6,240	6,490	6,749	7,019	39,538	72,036
<b>Regional Total<sup>1</sup></b>	<b>17,500</b>	<b>18,920</b>	<b>19,477</b>	<b>20,056</b>	<b>17,783</b>	<b>127,293</b>	<b>221,029</b>
<b>Local Costs</b>							
Water Conveyance /Distribution System	19,667	21,488	23,478	25,652	28,027	184,217	302,529
Pump Stations	0	0	0	0	0	0	0
Storage	0	0	0	0	0	0	0
Communications/Security/Miscellaneous	19,000	15,000	2,000	2,000	0	10,000	48,000
<b>Local Total<sup>1</sup></b>	<b>38,667</b>	<b>36,488</b>	<b>25,478</b>	<b>27,652</b>	<b>28,027</b>	<b>194,217</b>	<b>350,529</b>
<b>Revenues</b>							
Federal	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0
Revenue Bonds <sup>2</sup>	0	0	0	0	0	0	0
Revenue	22,995	24,145	25,352	26,620	27,951	162,167	289,229
Other	0	0	0	0	0	0	0
<b>Revenues Total</b>	<b>22,995</b>	<b>24,145</b>	<b>25,352</b>	<b>26,620</b>	<b>27,951</b>	<b>162,167</b>	<b>289,229</b>
<b>Shortfall</b>	<b>(33,172)</b>	<b>(31,263)</b>	<b>(19,603)</b>	<b>(21,088)</b>	<b>(17,859)</b>	<b>(159,343)</b>	<b>(282,329)</b>

To be funded with debt, additional revenues, and/or deferring expenditures

## Notes

<sup>1</sup> Total reflects project costs and excludes financing costs.

<sup>2</sup> Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance. Excludes financing costs.



## D. Public Utilities Commission—Wastewater Enterprise Facilities



## D. Public Utilities Commission—Wastewater Enterprise Facilities

The Wastewater Enterprise (WWE) is responsible for the operation, maintenance, capital improvements and repair/replacement of following wastewater facilities and assets.

- Southeast WPCP
- Bruce Flynn PS
- Oceanside WPCP
- Westside PS
- Zoo WWLS
- North Point WWF & North Shore PS
- Channel PS & Transport
- Southeast Booster PS
- Griffith PS
- Hudson Avenue PS
- Mariposa PS & Transport
- Palace of Fine Arts PS
- Pine Lake PS
- Sea Cliff #1 PS
- Sea Cliff #2 PS
- Tennessee PS
- 20th Street PS
- Merlin/Morris PS
- Chavez/Army Circle LS
- Geary Expressway LS
- Sunnydale PS & Transport
- Rankin WWLS
- Richmond Chemical Station
- Berry PS
- Richmond Transport
- North Shore Transport
- Islais Creek Transport
- Westside Transport
- Marina Transport
- Jackson Transport
- Yosemite Transport
- Hunters Point Transport
- 900 Miles of Sewers
- 3 Ocean/Bay Outfalls
- 36 Overflow Structures
- Southeast Community Facility

## A. Wastewater Enterprise Highlights

The WWE consists of wastewater treatment, effluent discharge, and bio-solids disposal and includes three wastewater treatment facilities, 900 miles of sewers, and numerous pump stations and transport facilities. The WWE has been implementing a repair and replacement program with a current annual budget of approximately \$20 million.

The WWE expects to make significant future investments to ensure and meet:

- Public health and safety
- Customer, storm water, and odor control needs (levels of service)
- Infrastructure reliability
- Future regulatory requirements
- Environmental justice

The WWE started the following major activities in 2005:

- North Point Wet weather Facility Upgrade (\$30M)
- Wastewater Master Planning for next 30 Years (\$21M for planning)
- 5-Year CIP to address Flooding, Aging Infrastructure, and Odors (\$150M)

### 1. Renewal / Good Repair Program

The recommended renewal is estimated to cost \$20 million for the next two fiscal years, increasing to \$25 million during the remainder of the ten-year plan cycle. This program includes two major categories: sewer replacements (\$13.4 million for FY 2008 and FY 2009 and \$15 million a year thereafter) and treatment facilities (\$6.6M for FY 2008 and FY 2009 and \$10 million a year thereafter). The WWE has been replacing approximately five-six miles of sewers at an annual cost of approximately \$30 million. The current sewer replacement cycle is once every 200 years or so. WWE's goal is to accelerate the replacement rate until the sewers are replaced once every 100 years.



Sewer Line Replacement

The treatment plant renewal program (currently at \$6.6M annually) includes critical equipment replacements according to a needs assessment by the Operations and Maintenance division. The proposed plan will allow the enterprise to maintain the facilities in good operating conditions. The total renewal program funding is projected to increase to \$10 million beginning in FY2009.

### 2. Enhancement / Improvement Program (FY2008 – FY2012)

A portion of the 10-Year plan proposes the investment of \$409.7 million towards the enhancement and improvement of the sewer system. The scope of the capital investments in the next four years are divided among two groups of

projects: (1) Sewer Improvement projects to expand the ability of the system to collect and convey wastewater, and (2) Aging Infrastructure and Odor Control to replace/repair old structures and maximize control of odors. The following table lists some of the projects and the associated costs.

<b>Projects</b>	<b>(\$millions)</b>
Vicente St. Sewer Improvement, Phase II	\$5.0
Teresita Blvd "South" Sewer Replacement	\$2.6
Shotwell & 18th Streets Sewer Drainage Improvements	\$6.4
Sunnydale Auxiliary Sewer	\$25.5
Brotherhood Way Sewer Improvement	\$2.0
Cesar Chavez Sewer Improvements, Phase I	\$8.0
Mission & Mt. Vernon Sewer Improvements Phase I	\$15.6
Vicente St. Sewer System Improvement, Phase I	\$2.8
Monterey, Baden, & Circular Sewer Improvement	\$0.8
Mission & Foote Sewer Improvement	\$0.6
Ocean Ave Sewer Improvement	\$1.0
Alemany & Sickles Sewer Improvements	\$2.0
Justin Dr/Marietta Ave/Del Vale Ave Sewer Improvement	\$1.5
Phelps/Topeka/Pomona Sewer Improvements	\$2.2
Staples/Hazelwood/Montecito Sewer Improvement	\$4.0
<b>Projects (continued)</b>	<b>(\$millions)</b>
SEP Secondary Clarifiers Concrete Repairs	\$1.9
SEP Solids and Gas Handling Improvements	\$13.0
SWOO Cleaning & Backflow Prevention	\$2.0
Oceanside WPCP HVAC Improvements	\$7.3
OSP Digester Mixing Improvements	\$3.0
Major Electrical and Mech. Equipment Replacement	\$ 7.1
Contract 1 - SEP Aeration Basin	\$4.1
Contract 2 - WS PS VFDs and Pumps	\$1.5
Contract 3 - OSP/WS PS Bar Screens	\$5.3
Contract 4 - OSP Gas Compressors	\$0.3
SEP MLSS, Center Wells, RAS, Launders Odor Control	\$3.6
SEP 010 Receiving Station and Lift Station Odor Control	\$5.0
Channel PS Odor Control	\$5.0
Embarcadero Vent Elements - Phase 1	\$0.8
Embarcadero Vent Elements - Phase 2	\$0.9
Embarcadero Box Hydraulic Modifications	\$3.0
Chemical Feed Systems - Phase 1	\$0.7
Chemical Feed Systems - Phase 2	\$2.5
Tennessee Pump Station Reliability - Phase 1	\$1.6
Tennessee PS Sewer Improvement - Phase 2	\$1.6
Master Plan Odor Control	\$20.0
Master Plan Treatment Facilities	\$20.0
Master Plan Pump Stations	\$10.0
Assessment/Yosemite Creek	\$4.0
Master Plan Miscellaneous	\$10.0
Master Plan Sewers	\$40.0

### **3. Enhancement / Improvement Program (FY20013 – FY2017)**

The second half of the ten-year plan proposes \$905 million in investments that will focus on projects from the Wastewater Master Plan. The project categories will be similar to the first half of the Plan:

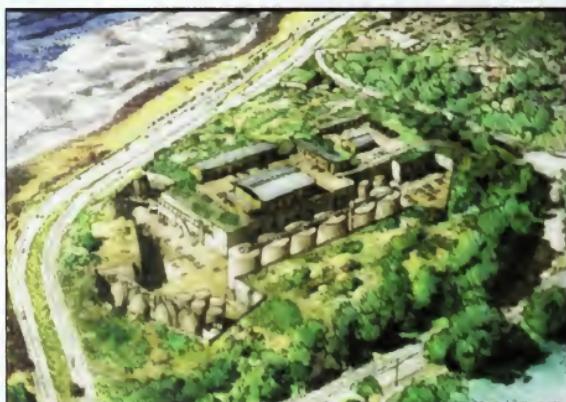
- Odor Control
- Treatment Facilities
- Pump Stations
- Miscellaneous (Outfall, etc.)
- Sewers

Since the Wastewater Master Plan will encompass all capital and emerging needs for the next 30 years, the deferral of projects is not anticipated. Capital investments will be financed with a combination of revenue bonds and/or additional revenues. If revenues are not available, projects will be deferred.

### **C. Water Enterprise Facility Capital Funding Summary**

The ten-year capital plan includes total estimated project costs for the Wastewater Enterprise of \$1.31 billion between FY2008 and FY2017. Estimated capital investments over the ten-year period are presented in the following areas:

- Miscellaneous Improvements (~\$70M)
- Odor Control (~\$97.8M)
- Treatment Facilities (~\$593.0M)
- Pump Stations (~\$77.3M)
- Sewer System (~\$472M)



*Drawing of the Oceanside Treatment Plan*

## PUC Wastewater Enterprise

Program/Project	PLAN				
	FY2008	FY2009	FY2010	FY2011	FY2012
<b>Costs</b>					
Wastewater Master Planning	3,370	1,250	12,600	10,000	50,000
Odor Control	9,920	5,265	23,525	40,000	480,000
Treatment Facilities	14,185	15,263			
Pump Stations	4,287	2,025	6,000	5,000	50,000
Miscellaneous	0	0	5,000	5,000	50,000
Sewer/Collection System	26,728	34,691	45,610	35,000	275,000
<b>Wastewater Total<sup>1</sup></b>	<b>58,490</b>	<b>58,494</b>	<b>92,735</b>	<b>75,000</b>	<b>905,000</b>
<b>Revenues</b>					
Federal					
State	35,120	37,384	20,208		
Revenue Bonds - 5-yr CIP <sup>2</sup>			50,000	100,000	780,000
Revenue Bonds - Master Plan	17,600	18,500	19,425	20,396	21,416
Revenue					124,253
Other					221,589
<b>Revenues Total</b>	<b>52,720</b>	<b>55,884</b>	<b>89,633</b>	<b>70,396</b>	<b>904,253</b>
<b>Shortfall</b>	<b>(5,770)</b>	<b>(2,610)</b>	<b>(3,102)</b>	<b>(4,604)</b>	<b>(3,584)</b>
To be funded with debt, additional revenues, and/or deferring expenditures					<b>(747)</b>

### Notes

<sup>1</sup> Total reflects project costs and excludes financing costs.

<sup>2</sup> Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance. Excludes financing costs.

	FY2013 - FY2017	

### Notes

<sup>1</sup> Total reflects project costs and excludes financing costs.

<sup>2</sup> Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance. Excludes financing costs.

## D. Public Utilities Commission—Hetch Hetchy Water & Power

### A. Hatchy Power (Power Enterprise)

The core business of the Hatchy Power Enterprise is to provide an adequate and reliable supply of electric power to meet the electricity needs of the City and County of San Francisco's customers. In addition, it must satisfy the municipal loads and agricultural pumping demands of the Modesto and Turlock Irrigation districts consistent with prescribed contractual obligations and federal law.

#### 1. Streetlighting

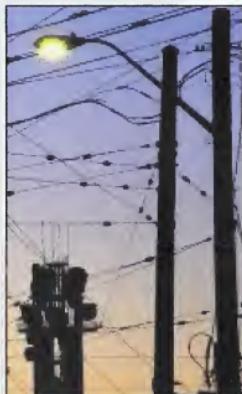
There are approximately 42,000 streetlights located within the City. The Power Enterprise provides power to all 42,000 streetlights, maintains approximately 22,000 streetlights owned by the City, and coordinates the maintenance of approximately 20,000 streetlights owned by Pacific Gas & Electric (PG&E). Details on capital costs for streetlighting include:

- Operations and maintenance (O&M) work, including responding to outages, replacing damaged poles and conduits, and responding to public complaints. The SFPUC estimates that \$3.25 million will be spent on streetlighting O&M during the 10-year period.
- The Enterprise is in the process of performing an assessment of the existing streetlight system, particularly City-owned facilities over sixty years old, and preparing a retrofit/replacement program that will include specific recommendations, strategies for capital recovery, and an implementation schedule. These assessments and resulting construction are estimated to cost \$50.7 million over the 10-year period.

#### 2. Redevelopment

On October 1, 1997, concurrent with the operational closure of Treasure Island Naval Station, the City entered into a Cooperative Agreement (CA) with the Navy, in which the City, agreed to take responsibility for caretaker services on Treasure Island ("TI") and Yerba Buena Island ("YBI").

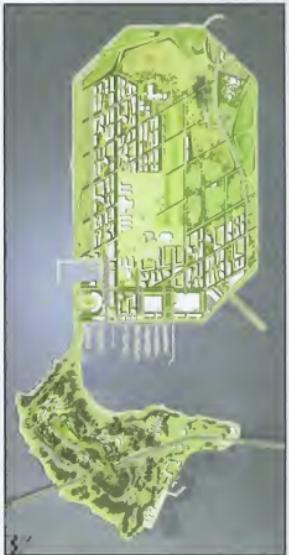
Since the signing of the CA in 1997, the SFPUC has been providing utility O&M services at TI and YBI. The services apply to the potable water, steam, wastewater, storm water, electrical and natural gas utility systems. The Navy established the utility rates in 1997 when the CA was signed and remain unchanged to date. According to the terms and conditions of the CA, revenues collected from utility sales must be used to balance all O&M costs.



Streetlight powered by  
Hetch Hetchy Water and  
Power

The conveyance of TI/YBI, including utilities and facilities serving and located outside of TI/YBI, from the Navy to the City has been expected since 2005. Based on the overall preliminary development schedule for TI/YBI, it is anticipated that the existing utility systems will be replaced in phases within 3 to 10 years after conveyance of the property. This new development presents an opportunity for the City to shape a new electric utility for TI/YBI. Capital costs over the ten-year period include:

- Electrical services – SFPUC staff has developed a work plan for creating a public power utility on TI and YBI. The electric redevelopment projects from that work plan, together with safety and lighting improvements total \$24 million.
- Water services – The construction of the new Bay Bridge presents the need and the opportunity to move and reconstruct certain water lines that serve TI/YBI at an estimated cost of \$5.5 million.
- Water renewal and replacement – Continuing reliable, high quality water services in compliance with regulations requires an estimated \$5.3 million in capital improvements.
- Wastewater services – The construction of the new Bay Bridge presents the need and the opportunity to move and reconstruct certain wastewater lines that serve TI/YBI at an estimated cost of \$6.0 million.
- Wastewater renewal and replacement – Continuing reliable, high quality wastewater services in compliance with regulations requires an estimated \$2.9 million in capital improvements.



Aerial view of the proposed  
Treasure Island  
Redevelopment Plan

### 3. Transmission and Distribution

Transmission and distribution ("T&D") projects are defined as 12 kV service voltage and higher. These projects address the SFPUC's ability to assess and develop City-owned transmission and distribution assets as well as evaluate its reliance on assets owned by a third party. T&D system projects support the SFPUC's responsibility to provide long-term electric reliability options and service for the City. This, in part, requires the assessment of feasible, long-term strategies and systems to manage both City-owned and third party generation over third party distribution systems developed, constructed and owned by the City. Ten-year capital estimates include:

- Condition assessment of the existing third party T&D systems and ultimate construction, estimated to cost \$827.7 million.
- Constructing and owning new T&D systems where power can be taken at a higher or primary service voltage and then stepped down to a lower or secondary service voltage, estimated to cost \$2.7 million.
- T&D renewal and repair program efforts, estimated to cost \$3.7 million.

#### **4. Generation**

In order to deliver electricity as a commodity to its customers, the Power Enterprise relies on its power purchases from the Hetch Hetchy hydroelectric powerhouses as well as its Calpine contract and third party purchases.

The Power Enterprise is continuously researching and developing new electricity generation resources to provide clean, local generation where it is needed, ensuring reliable power services.



*Moscone Center Solar Installation*

The Power Enterprise is committed to implementing renewable energy in municipal facilities, in accordance with expressed policy by the Board of Supervisors and voters. Projects under consideration include a Tidal Power Project. The scale of this commitment is a key determinant of the Power Enterprise's future capital requirements, and is dependent upon sufficient net revenues. These projects are estimated to cost \$245 million over the 10-year period.

The Power Enterprise is developing up to three new combustion turbine power plants in support of adopted policies for strengthening local electric reliability while facilitating closure of old polluting local power plants, environmental justice and air quality improvement in the southeast communities. This project is estimated to cost \$280 million with construction anticipated in FY 08-09.

Lastly, the SFPUC is examining a number of ways to increase the generation of renewable power. In particular, the Power Enterprise is seeking sites to develop large farms to generate up to 5 MW of solar power. The model for development is straight power purchase agreements, where the Power Enterprise agrees to purchase power and the developer owns and operates the system, thereby minimizing the Enterprise's upfront capital costs.

## **5. Energy Efficiency**

Energy efficiency expenditures and investments are an important element of an electric utility's resource portfolio. Energy efficiency reduces facility-operating costs and thereby electric bills for customers, often improves system functionality, and reduces the environmental impact of energy use.

The Power Enterprise manages four (4) Energy Efficiency programs totaling \$60.1 million.

- With \$29.8 million in expenditures anticipated over the next 10 years, the Clean Energy, Clean Air program is the largest energy efficiency capital program.
- The Citywide Program is the second largest program with an anticipated cost of \$14.25 million through FY 2016.
- Energy Efficiency Retrofits is the third largest program with an anticipated 10-year capital program cost of \$9.95 million.
- The Energy Program Development area anticipates the energy needs of special projects such as the development of Treasure Island, and is estimated to cost about \$2.6 million over the next 10 years..



*Energy Efficient Lighting in City Hall*

## **6. Hetch Hetchy Power Capital Funding Summary**

The ten-year capital plan includes total estimated project costs for the Hetch Hetchy Enterprise of \$1.88 billion between FY2008 and FY2017. Estimated capital investments of \$1.49 billion over the ten-year period are presented in the following areas:

Streetlighting	~\$50.7 million
Redevelopment	~\$43.9 million
Transmission/Distribution	~\$827.7 million
Generation	~\$517.5 million
Energy Efficiency	~\$60.1 million
<b>Total</b>	<b>~\$1,499.9 million</b>

The capital investments will be financed with a combination of revenue bonds and/or additional revenues. Projects will only be deferred if revenues are unavailable.

## **B. Hetchy Water and Wholesale Power**

Hetchy Water operates the Hetch Hetchy Reservoir, the main source of water for the Hetch Hetchy system. In addition, Hetchy Water is responsible for the operation,

maintenance, capital improvements and repair/replacement of smaller dams and reservoirs, water transmission systems, power generation facilities and power transmission assets, including transmission lines to the Newark substation.

#### **1. Communications/Security/Miscellaneous**

Estimated capital investment needs for Communications/Security/Miscellaneous are anticipated to cost approximately \$14.3 million over the next ten years. Projects include SCADA (a remote monitoring and operating system), communications, radio, security and other modeling tools to assist in operations of the water and power systems. One project currently planned is to replace the current SCADA system. Hetchy Water's SCADA system is out of date and does not meet the needs of the Hetchy Water.

The capital plan also includes developing a new microwave communication system by 2009. As a backup communication system to microwave, Hetchy Water is going with a multi-fiber communication link from Moccasin to the Powerhouses and Switchyard at Intake. Due to the critical communication needs at these remote powerhouses for security, this redundant communication link is included in the ten-year plan.

#### **2. Reservoirs/Dams**

Capital investments in Reservoirs/Dams are anticipated to cost about \$59 million over the next ten years. Projects include work at Cherry, Eleanor, Hetch Hetchy reservoirs and dams and also at the City's regulating reservoirs including Moccasin, Priest and Early Intake. Some projects include:

- **O'Shaughnessy Dam:** There are several maintenance activities to be funded by this project. Improvements are needed for the isolation of the water from the lower discharge points at the dam into the Canyon tunnel. This project would fund the design and installation of a new isolation valve on the main discharge pipe coming from the reservoir through the diversion tunnel at the base of the dam. Other maintenance improvements needed at the dam are the repair or replacement of the existing system of discharge valves and isolation gates in the dam. Some of the original equipment dating from the 1920's is in need of renovation or replacement. The existing flood control drum gates on the dam are in need of a major renovation including coating and significant structural improvements. These improvements will ensure continued safe and effective operation well into the future.



O'Shaughnessy Dam

- **Early Intake Dam:** DSOD inspections have identified several areas of potential concern, primarily with reactive concrete used in construction of the Early Intake dam, which is over 80 years old. This project will address DSOD concerns and rehabilitate dam integrity to current DSOD standards.
- **Cherry Reservoir Improvements:** This is a multi-year project that would fund general maintenance and improvements to the dam, spillway, roadways, valve house, valves and operators, and other appurtenances associated with Cherry Reservoir.
- **Eleanor Dam:** The road surface of the dam has deteriorated excessively due to periodic events of exceptionally high inflows. This project will allow resurfacing of the top of the dam as well as improvements to the capacities of the release valves. Increased release capacities will allow greater regulating control of this reservoir, ultimately reducing the number of events when the dam is overtopped.
- **Moccasin Reservoir Gate Tower:** Moccasin Gate Tower 1, 2, and 3 are 80 years old and in need of a seismic upgrade. Funds for this project will also be used to upgrade bird sprinkler systems to improve water quality in the reservoir.

### 3. Water Transmission

Capital investments in Water Transmission are anticipated to cost over \$187.7 million over the next ten years. Projects include work on the San Joaquin Pipelines, Mountain Tunnel, Foothill Tunnel and Coast Range Tunnel. Cost estimates for work at Coast Range Tunnel have not been computed as of this date. Projects include:

- **Mountain Tunnel:** Mountain tunnel has been in-service continually for 80 years with only minimal maintenance work performed over that time. Recent inspections have shown that there is much repair work to be done on over nine miles of lined sections of tunnel. It is anticipated that the rehabilitation program will be performed over a 20-year period.
- **Foothill Tunnel:** As with other components of the water conveyance system the Foothill Tunnel is almost 80 years old and has been in service continually with only minimal maintenance work performed during that time. Over eight miles of the tunnel is lined and it is now reaching a point where significant rehabilitation is necessary to

ensure reliability and continued operation without unplanned disruption.

- **San Joaquin Pipelines:** The San Joaquin Pipelines 1, 2, and 3 built in 1932, 1953, and 1968 transport 85% of the water used by San Francisco and other Bay Area Communities. This funding over the next 10 years would allow needed rehabilitation in the form of linings, coatings, joint repair and replacement as needed. It is anticipated that the rehabilitation program will be performed over a 20-year period.
- **Lower Cherry Aqueduct:** This aqueduct is the conduit, which potentially enables conveyance of water from Cherry Impound Reservoir to the Early Intake Reservoir. The objective of this project is to improve the diversion dam outlet structure, rehabilitate and enclose the open canal portion of the aqueduct, rehabilitate 0.86 miles of pipe and increase capacity to 118 MGD.
- **Granite Portal/HPH Penstock:** Granite Portal and the HPH penstock are over 45 years old. The interior lining is still original; funds from this project would pay for both interior and exterior lining and rehabilitation.

#### 4. Buildings/Roads/ROW

Capital investments in Buildings/Roads/Right-of-Way (ROW) are anticipated to cost over \$51.5 million over the next ten years. Projects include:

- **Facilities/Roads/Buildings/ROW:** This is a multi-year project to fund major improvements and maintenance activities involved with the support infrastructure required for the operation and maintenance of both the water delivery and power generation/transmission system portion of the Hetch Hetchy Project.
- **Facilities maintenance-support structures:** This project will fund the maintenance projects and rebuilding of existing support structures and facilities on the project. Projects to include major structural renovations and upgrades, lead paint abatement, re-roofing, interior remodels, upgrading and remodeling craft work areas and shops, etc.
- **Emergency Operations Center – Moccasin Campus:** This project would fund the redesign, seismic upgrade and renovation of the old Moccasin Powerhouse. The intent is for this building to serve as the



San Joaquin Pipeline

Emergency Operation Center for up-country operations and will consist of office and meeting space for Project Operations Administration, Maintenance Engineering, Water Quality and Energy Services staff. In addition, the renovation would include a new control room for the Moccasin Powerhouse.

- **Right-of-Way Issues:** The purpose of this project is to provide vegetation management along the water and power ROWs and watershed areas. Funding for this project supports the annual summer Watershed Worker program, the CDF Baseline crew program, and the goat grazing program as well as ongoing maintenance to ROW access roads.

#### 5. Power

Capital investments in Power are anticipated to cost over \$73.35 million over the next ten years. Projects include maintaining, replacing or upgrading the Hetch Hetchy power system's excitors, governors, oil circuit breakers, transformers, transmitters, and distribution system.

### C. Hetchy Water and Power Capital Funding Summary

Hetchy Water's proposed ten-year capital plan includes investments of \$386 million in the following project categories:

Communications/Security	~\$14.3 million
Reservoirs/Dams	~\$59.1 million
Water Transmission	~\$187.7 million
Buildings/Roads/ROW	~\$51.5 million
Power	~\$73.4 million
<b>Total</b>	<b>~\$386.0 million</b>

The capital investments will be financed with a combination of revenue bonds and/or additional revenues. If revenues are not available, projects will be deferred.

## PUC Hatchy Water and Power

Program/Project Costs	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 - FY2017	PLAN TOTAL
<b>Hatchy Power</b>							
Streetlight	3,222	3,677	4,804	3,600	300	50,702	
Redevelopment	3,352	28,220	8,415	18,040	95,610	43,887	
Transmission/Distribution	3,910	13,760	19,300	10,727	12,272	827,740	
Generation	285,311	6,066	8,039	9,472	5,702	517,502	
Energy Efficiency	4,312	5,587	9,468	8,468	26,598	60,139	
<b>Hatchy Power Total<sup>1</sup></b>	<b>300,107</b>	<b>57,310</b>	<b>89,030</b>	<b>38,069</b>	<b>116,650</b>	<b>898,805</b>	<b>1,499,971</b>
<b>Hatchy Water</b>							
Communications/Security/Miscellaneous	4,900	2,900	2,000	2,000	2,000	500	14,300
Reservoirs/Dams	13,000	13,000	13,650	2,000	7,000	10,500	59,150
Water Transmission	12,300	21,200	22,000	22,500	18,000	91,700	187,700
Buildings/Roads/ROW	12,000	12,000	5,000	5,000	5,000	12,500	51,500
Power	12,050	9,000	9,100	9,800	10,000	25,400	73,350
<b>Hatchy Water Total<sup>1</sup></b>	<b>54,250</b>	<b>58,100</b>	<b>51,750</b>	<b>41,300</b>	<b>42,000</b>	<b>138,600</b>	<b>386,000</b>
<b>Hatchy Enterprise Total<sup>1</sup></b>	<b>354,357</b>	<b>115,410</b>	<b>140,780</b>	<b>79,369</b>	<b>158,650</b>	<b>1,037,405</b>	<b>1,885,971</b>
<b>Revenues</b>							
Federal							
State							
CCSF GO Bond/COPS	280,000						
Revenue Bonds (CREBs) <sup>2</sup>	6,500						
Revenue	20,000						
Other							
<b>Revenues Total</b>	<b>306,500</b>	<b>20,600</b>	<b>21,218</b>	<b>21,855</b>	<b>22,510</b>	<b>123,095</b>	<b>229,278</b>
Shortfall	(47,857)	(94,810)	(119,562)	(57,515)	(136,140)	(914,310)	(1,376,193)
To be funded with debt, additional revenues, and/or deferring expenditures							

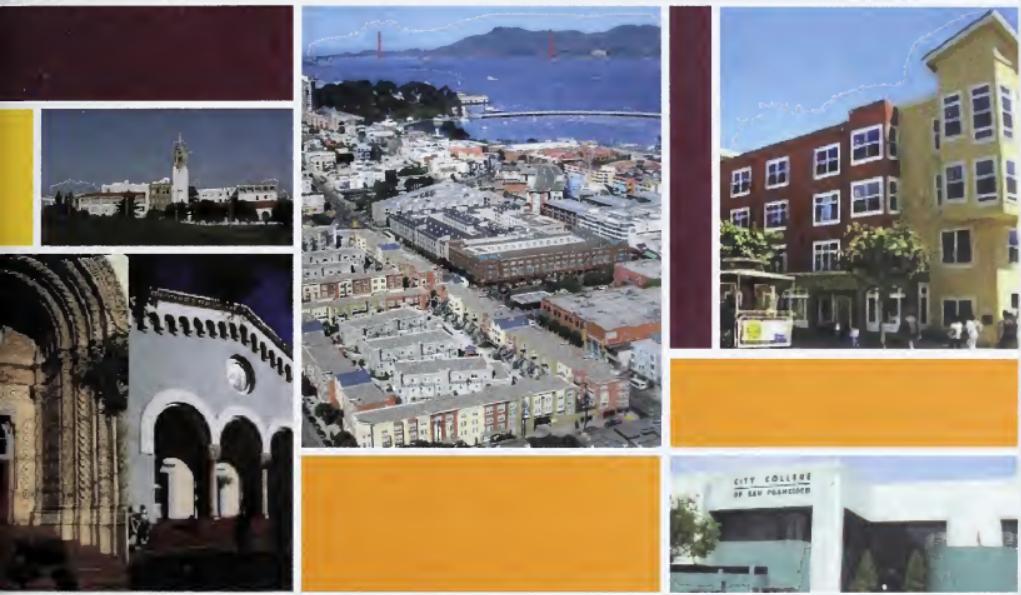
### Notes

<sup>1</sup> Total reflects project costs and excludes financing costs.

<sup>2</sup> Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance. Excludes financing costs.



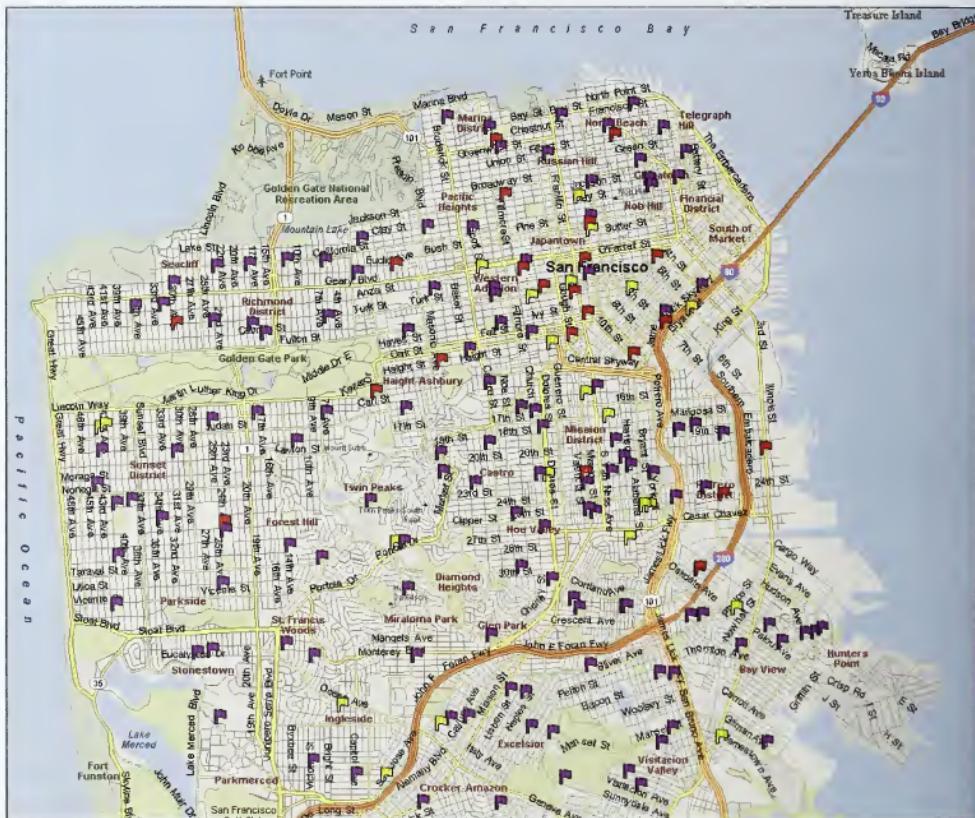




## Section 4 | External Agencies

- A. San Francisco Unified School District
- B. San Francisco Community College District
- C. San Francisco Housing Authority

## A. San Francisco Unified School District Facilities



### LEGEND

█ DISTRICT SCHOOL FACILITIES

█ DISTRICT OWNED NON-EDUCATIONAL FACILITIES

█ CHARTER SCHOOLS, COUNTY COMMUNITY SCHOOLS AND FACILITIES WHERE THE DISTRICT OPERATES PROGRAMS, BUT DOESN'T OWN OR NECESSARILY LEASE THE FACILITY

## A. San Francisco Unified School District

The San Francisco Unified School District (the "District") is involved in the operations of 194 different facilities located throughout the City as well as one facility in La Honda, CA (where a County Community School is located) and two parcels of vacant land. These properties are shown graphically by the map on the opposite page (see legend for facility use).

### A. San Francisco Unified School District Facilities

Substantial capital improvements to the system are ongoing at schools throughout the District. City voters approved a \$295 million Bond in November 2003 addressing modernization needs at 30 school sites, and a \$450 million Bond in November 2006 included an additional 64 sites, for a total of 94 of its 194 facilities. Completion of these projects is expected by 2012. However, One hundred buildings remain for which no capital funds are available at this time for modernization. Of these, SFUSD has identified 60 facilities for which modernization funds are required within the next ten years. The table below shows the distribution of these facilities by use and modernization need.

During the last four years, voters have approved a total of \$745 million in bonds to make improvements to the District's facilities.

FACILITY USE	# OF FACILITIES	# STILL IN NEED OF MODERNIZATION
Child Development Centers	27	11
Elementary Schools	69	31
K-8 Schools	5	-
Middle Schools	14	4
High Schools	19	5
Charter Schools	11	2
County Community Schools	18	1
Non-Educational Facilities	11	5
Leased to Outside Agencies	13	-
Vacant Buildings	8	1
<b>SUBTOTAL-BUILDINGS</b>	<b>194</b>	<b>60</b>
Vacant Land	2	-
<b>TOTAL PROPERTIES</b>	<b>196</b>	<b>60</b>

For this chapter, modernizations include both state of good repair renewals as well as improvements to bring facilities up to current standards.

The district competes for major State of California school facilities funding using local bond dollars as matching funds. State funding for school modernization was most recently authorized by Proposition 55 (2004) and Proposition 1D (from the November 2006 ballot). Approximately \$42 million of State matching funds are approved for projects in the 2003 bond, and about \$30 million of State matching funds are anticipated for projects included in the 2006 bond.

Progress to date and future plans for the 2003 and 2006 projects reflect an aggressive schedule to meet phased deadlines outlined in the *Lopez vs. SFUSD* Stipulated Judgment, which contains three groups of schools with respective completion deadlines.

Accessibility improvements in schools in Group One, Group Two and Group Three must be completed by June 2007, June 2010, and June 2012, respectively.



Recently completed Bessie Carmichael School

### 2003 Bond Progress

The 2003 projects primarily represent schools in Lopez Group One. As of December 2006, Notices to Proceed have been issued and/or bids have been awarded for 24 out of the 30 projects included in the 2003 bond program.

Of the \$295 million authorized by 2003 Proposition A, \$280 million of bonds have been sold. The remaining \$15 million of bond authorization is reserved for the School of the Arts (SOTA), which can only be sold when privately raised funds are in place or have been committed. The District anticipates selling the \$15 million in April 2009; however, this date is highly subject to change. As of December 2006, \$150 million of contracts have been authorized by the School Board and of that amount \$94 million has been expended.



Front Lobby at the new Dianne Feinstein Elementary

### 2006 Bond Progress

The District currently anticipates that the \$450 million in bonds authorized by 2006 Proposition A will be issued in three increments: 1) \$100 million in March 2007, 2) \$200 million April 2008, and 3) \$150 million April 2009. The 2006 bond program includes all Lopez Group Two and Group Three schools. As the bond program evolves, project requirements and schedules may result in changes to bond sale amounts and timing. Changes will be reflected in updates to the District's Capital Plan.

### Future Bonds

As indicated by the table on the previous page, the District has determined that approximately 60 facilities will require renovation, modernization and repair work which would be predominantly funded by future general obligation bonds. The District estimates that the costs to modernize these facilities, exclusive of deferred maintenance costs, would be approximately \$500 million in 2007 dollars. In cases of school buildings constructed or modernized relatively recently, estimates have been reduced to reflect only the costs of replacing various facility features according to standard schedules of useful life.

Between \$400 million and \$500 million of general obligation bond funding would be necessary to complete these projects, depending on the amount of state funding associated with these projects. It is anticipated that these projects would be included in two future separate bond authorizations, the first of which would be issued no earlier than 2010.

## **B. Deferred Maintenance**

The district participates in the State's Deferred Maintenance Program, and annually receives \$2.6 million – the maximum funding – for work performed on district owned school buildings. The district matches the state apportionment with general funds, on a dollar-for-dollar basis, for expenditures for major repair or replacement of existing school building components. The district has a five-year plan of nearly \$55 million in deferred maintenance projects, which has been approved by the State. The 2003 and 2006 local bond measures will greatly reduce the pressure on the limited state funding to keep the buildings in good repair.

## **C. Emerging Needs**

The ten-year capital plan does not include the impact of programmatic changes on facilities needs. SFUSD is currently engaged in a long-term planning initiative for Student Enrollment, Recruitment, and Retention (SERR). As a part of this process, SFUSD and its community partners are holding in excess of 50 community conversations across the City to identify the types of programs that are most attractive to San Francisco families.

Subsequent ten-year capital plans will include more information gathered through the SERR initiative on how programmatic changes will impact the District's facility needs. The District will consider improvements related to programmatic changes such as additional pre-kindergarten classrooms, facilities for integration of arts into the curriculum (i.e. theaters, dance and art studios), conversion of elementary and middle schools to kindergarten to eighth grade schools, and division of large high school facilities into space for small schools by design. Additionally, SFUSD is exploring options to create State mandated facilities for charter schools in District facilities and opportunities for teacher housing.



### **1. Future Steps and Capital Planning Working Group**

In October 2006, the District Superintendent established a working group composed of District staff and consultants with extensive capital planning expertise to steer the development of a 10-year capital plan for SFUSD. The working group meets twice each month and is responsible for analyzing future infrastructure needs, drafting an initial plan, and coordinating efforts with appropriate representatives from the City.

In addition, District representatives hope to learn from and contribute to the capital planning efforts initiated by the City and County. The District and the City are committed to working together to understand the impact of the combined capital planning financing plans on the property tax base and providing information that can be incorporated into the development of the City's annual capital plan. Members of the District team are working closely with representatives from the City

Administrator's Office, the Capital Planning Program, and the Department of Public Works in this regard.

Over the first quarter of 2007, the SFUSD team will be drafting its capital plan to include:

- A comprehensive list & database of facilities owned and leased by SFUSD
- Any proposed changes in use to facilities (e.g., based on Proposition 39 responsibilities to house charter schools, school consolidations, and surplus property options)
- Definition of categories of work to be considered for each facility
- Facility assessments
- Cost matrices for facilities and aggregate timelines of funding needs
- Recommend funding sources

As noted above, this effort includes a strategic analysis of the potential uses of surplus property in order to identify options for raising operating revenue or funds for capital improvements and providing space for programmatic enhancements (such as teacher housing).

## **2. Measures Impacting the Property Tax**

In addition to General Obligation Bonds, the District maintains a Mello-Roos Tax, approved by the voters in the June, 1990 election. The purpose of the tax is to pay for fire, health and life safety improvements at educational facilities owned and operated by the District, including responses to emergency situations.

The parcel tax, which allows a maximum annual assessment of \$32.20 per parcel, will sunset in 2010. The District intends to seek approval to extend this parcel tax, at a per-parcel rate that keeps pace with inflation increases in the intervening years. The measure is expected to be placed before the voters in 2009.

In addition, the district plans during the next ten years to pursue authorization and/or reauthorization of several measures for purposes unrelated to capital improvements, such as the reauthorization of the Public Education Enrichment Fund (approved by San Francisco voters under Proposition H in March 2004) and a revenue initiative to support the recruitment and retention of teachers.

# San Francisco Unified School District

Program / Project	FY2008	FY2009	FY2010	FY2011	FY2012	FY 2013-2017	PLAN TOTAL
<b>SPENDING PLAN</b>							
Deferred Maintenance Program	2,600	2,600	2,600	2,600	2,600	13,000	26,000
Accessibility Improvements*	84,700	68,250		70,000		105,000	327,950
State of good repair renewal and modernization*	157,300	126,750		130,000		195,000	609,050
<b>TOTAL</b>	<b>244,600</b>	<b>197,600</b>	<b>2,600</b>	<b>202,600</b>	<b>2,600</b>	<b>313,000</b>	<b>963,000</b>
<b>REVENUES</b>							
State - Matching Funds, Props 55 & 1D	42,000	30,000					72,000
State - Deferred Maintenance Pgm	2,600	2,600	2,600	2,600	2,600	13,000	26,000
Local - 2003 GO Bond		15,000					15,000
Local - 2006 GO Bond^	200,000	150,000		200,000		300,000	350,000
Local - Future GO Bond							500,000
Local - Mello-Roos parcel tax							
<b>TOTAL</b>	<b>244,600</b>	<b>197,600</b>	<b>2,600</b>	<b>202,600</b>	<b>2,600</b>	<b>313,000</b>	<b>963,000</b>

## REVENUES

State - Matching Funds, Props 55 & 1D
State - Deferred Maintenance Pgm
Local - 2003 GO Bond
Local - 2006 GO Bond^
Local - Future GO Bond
Local - Mello-Roos parcel tax

Notes: \* The District estimates that 35% of bond funds will be spent on accessibility improvements and 65% on modernizations.  
^ 2006 Bond was approved for \$450 million, of which \$100 million is planned for 2007.

B. San Francisco Community College District

The San Francisco Community College District operates twelve campuses with more than 100 sites serving over 35,000 full-time equivalent students per year.



## **Map of Facilities Used by the District**

## A. San Francisco Community College District Facilities Highlights

City College of San Francisco is moving forward to complete all of the projects included in the College's Master Plan as enacted by the Board of Trustees in 2004. The College has already made great progress towards completing the specific projects approved by San Francisco voters during the elections of 2001 and 2005. These two ballot measures provided City College with approximately \$440 million in funding for both new construction and much needed renovation work. In addition, the College has been successful in its effort to gain final approval for more than \$180 million in state matching funds to support these projects, with requests for additional state funding currently making their way through the approval process.

Completed projects thus far include the Student Health Center, an extensive computer/telephone network, upgraded fire/life safety systems, numerous ADA projects, a seismic upgrade of the Evans Campus and many smaller scale renovations at several different campuses.

Projects currently under construction include the permanent Mission Campus, the Community Health and Wellness Center, the Child Development Center, and a seismic upgrade of the John Adams Campus. Projects currently in the design phase include the permanent Chinatown Campus, and the Performing Arts Education Center. In addition the College's Advanced Bio/Stem Cell Technology Training Center and a Joint Use Facility (located at the Ocean Campus) that will be operated cooperatively with San Francisco State University are under design as well.



New Student Health Center

## B. Deferred and Emerging Needs

The escalating cost of building materials in recent years has placed enormous pressure on the original budgets the City College developed for its capital projects, dramatically reducing the buying power of bond initiatives that have already been approved. The College anticipates presenting an additional ballot measure to local voters to secure part of the funding it will need to complete the Master Plan. These local funds will be supplemented with state matching funds to minimize the burden on local taxpayers as has been the College's practice to date. City College is currently in the process of estimating the amount of additional funding that will be needed to complete its Master Plan, and expects to have this analysis completed during March 2007.

Staff will work with the Community College District to provide more detailed information in future updates to the Plan.

## C. San Francisco Public Housing Authority Developments



■ SFHA SITES

■ HOPE VI SITES

■ TARGET SITES

## C. San Francisco Public Housing Authority Developments

The San Francisco Housing Authority (SFHA) provides housing for very low-income families, senior citizens and persons with disabilities at 47 sites with 6,529 units. Five of the 47 sites were recently rebuilt with 1,149 new mixed income apartments. The oldest housing authority in California, SFHA opened in 1940 and has many obsolete developments in need of major capital improvements. Virtually all of the funding for the SFHA is derived from the U.S. Department of Housing and Urban Development (HUD) and rents paid by residents. Residents pay approximately 30 percent of their income for rent.

Map ID	Facility	Map ID	Facility
1	Holly Courts	26	275 Thrift Street
2	Potrero Terrace	27	3850 18 <sup>th</sup> Street
3	Sunnydale	28	462 Duboce Street
4	Valencia Gardens (Rebuilt)	29	75-77 Coleridge Street
5	Bernal Dwellings (Rebuilt)	30	101-103 Lundy's Lane
6	Westside Courts	31	320-330 Clementina
7	Westbrook Apartments	32	666 Ellis
8	Potrero Annex	33	1760 Bush Street
9	North Beach (Rebuilt)	34	1880 Pine Street
10	Ping Yuen	35	4101 Noriega Street
11	Alemany	36	220 Randolph Street
12	Hunters Point A	37	363 Noe Street
14	Yerba Buena Plaza (Rebuilt)	38	2206-2268 Great HWY & 2215-2263 48 <sup>th</sup> Ave
15	Hunters View	39	2698 California Street
16	Alice Griffith	40	25 Sanchez
17	Rosa Parks	41	345 Arguello
18	Ping Yuen North	42	491 31 <sup>st</sup> Avenue
19	Hayes Valley	43	1750 McAllister
20	J.F. Kennedy Towers	44	939 Eddy Street
21	Mission Dolores	45	959 Eddy Street
22	Woodside Gardens	46	430 Turk Street
23	990 Pacific	47	Joan San Jule Apartments
24	227 Bay Street	48	Robert B. Pitts
25	350 Ellis Street	49	Sunnydale Velasco

## A. Public Housing Developments

The SFHA has transformed five public housing sites and the lives of 1,149 public housing and low income San Franciscans by replacing poorly designed obsolete high-rise and barracks-style buildings with beautiful new apartments plus additional affordable housing. All of the sites were designed with state-of-the-art defensible space features, extensive lighting and security cameras. The five sites have been rebuilt with \$305 million,



North Beach Place Hope VI Revitalization

consisting of \$118.5 million of competitive federal HOPE VI grants and \$186 million of other leveraged public and private financing. The financing also includes replacement and operating reserves for ongoing improvements and operations.

The HUD Capital Fund Program (CFP) is the primary source of funding for renewals or renovation of the SFHA's aging public housing stock. Over the past 15 years, funding for renovation, security, resident services and deferred maintenance of public housing has been reduced to \$13.2

million or 55 percent of the 1991 allocation of \$23.8 million. During this same period of time, construction costs have doubled, thereby cutting in half the amount of work that can be accomplished with each CFP dollar. In 1991, the SFHA had \$145 million in immediate capital improvement needs for its 50 developments with over 6,000 units. Due to continued under-funding and 15 years of additional wear and tear, the immediate needs are now over \$262 million.

More than \$43 million in renewal work has been completed or is underway over the previous five years. The work includes the replacement of obsolete systems, major repairs, roof replacement, exterior waterproofing and painting, sewer replacement, boiler replacement for heat and hot water, fire safety systems, reconstruction of decks and stairs, emergency generators in high-rise building, abating hazardous materials, accessibility modifications, and vacant unit repairs.

### 1. Renewal Program

The SFHA is allocating limited funding: (1) to ensure that the most distressed developments remain safe, functional, and not a financial drain on operations through high ongoing maintenance expenses; (2) to address the urgent physical problems; and (3) to maintain the long term viability of the remaining developments.

In 2002 the Housing Authority completed an annual maintenance needs assessment of all 47 of its sites. A 2004 update showed an annual renewal and maintenance investment for the City's public housing developments of \$26 million per year, or \$327 million over the ten year plan cycle, assuming continued reuse of all current

facilities. Most of this need is for maintaining the long term viability of the senior and newer family developments.

The HUD CFP has historically funded approximately \$8 million in SFHA capital improvement renewals annually. This under funds the \$327 million need by \$247 million over the ten year plan cycle and does not include investments to address the additional \$262 million in maintenance backlog needs from previous years.

## **2. Enhancement Program (FY2008 – FY2012)**

Although there are eight additional obsolete public housing sites that are identified for enhancement or revitalization, the federal HOPE VI funding has all but dried up. Furthermore, the \$8 million in annual CFP dollars mentioned above, only provides 5 percent of the resources needed to fix the \$262 million backlog at the SFHA's remaining 42 sites. As a step toward addressing this situation, SFHA has procured developer partners to begin piecing together funding for enhancement of two of these eight sites into mixed income communities – combining replacement of the public housing with other affordable and market rental and ownership housing.



Hunters View Family Public  
Housing

The SFHA is also negotiating with a development team to build 100 new apartments for senior and disabled individuals on an underutilized portion of the Rosa Parks senior site. Ground lease payments from the new housing will be used to leverage funding for capital improvements to the existing 198-unit building and grounds.

## **3. Enhancement Program (FY2013 – FY2017)**

Two to three additional distressed public housing sites will be identified for investment from bond and/or other sources in second five years of the planning cycle.



Valencia Gardens Hope VI  
Revitalization

## **B. Deferred and Emerging Needs**

The Housing Authority is currently evaluating the impact of construction cost increases on the overall enhancement program, which may require the deferral of some proposed projects to enable the department to complete work within available funds. The outcome of this review will be reported in next year's capital plan update.

The department is also seeking funding for enhancement of up to four of the eight sites that require complete revitalization as well as for renewal of sites that will have long term viability with some infrastructure improvements.

## Public Housing Facilities

Program/Project	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 - FY2017	PLAN TOTAL	Deferred
<b>COSTS</b>								
Current deferred maintenance backlog						262,681		
distressed properties						204,344		
non-distressed properties						58,337		
State of good repair renewals						80,120		
Enhancements						246,905		
						333,515		
<b>TOTAL</b>		8,012	8,012	8,012	8,012	40,060	80,120	843,101
<b>REVENUES</b>								
Federal - HUD						40,060		
State						80,120		
Local - GO Bond								
Local - General Fund Debt								
Local - Capital Planning Fund								
Local - Other Sources								
Local - General Fund								
<b>TOTAL</b>		8,012	8,012	8,012	8,012	40,060	80,120	





## *Section* 5 | Appendix

- i. Administrative Code Section 3.20
- ii. Capital Plan Program Criteria
- iii. Election Year Calendar
- iv. Properties Owned by San Francisco Unified School District

## i. Administrative Code Section 3.20

### SEC. 3.20. CAPITAL EXPENDITURE PLAN.

By March 1 of each year, the City Administrator shall annually submit to the Mayor and Board of Supervisors a ten-year capital expenditure plan which shall include an assessment of the City's capital infrastructure needs, investments required to meet the needs identified through this assessment, and a plan of finance to fund these investments. By May 1 of each year, the Mayor and Board of Supervisors shall annually review, update, amend, and adopt by resolution the ten-year capital expenditure plan.

The capital expenditure plan shall include all recommended capital project investments for each year of the plan. The plan shall incorporate all major planned investments to maintain, repair, and improve the condition of the City's capital assets, including but not limited to city streets, sidewalks, parks, and rights-of-way; public transit infrastructure; airport and port; water, sewer, and power utilities; and all City-owned facilities.

The capital expenditure plan shall include a plan of finance for all recommended investments, including proposed uses of General and Enterprise Funds to be spent to meet these requirements. Additionally, the plan shall recommend the use and timing of long-term debt to fund planned capital expenditures, including General Obligation bond measures.

The capital expenditure plan shall include a summary of operating costs and impacts on City operations that are projected to result from capital investments recommended in the plan. This operations review shall include expected changes in the cost and quality of City service delivery.

The plan shall also include a summary and description of projects deferred from the ten-year capital expenditure plan given non-availability of funding necessary to meet assessed capital needs. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005) (Former Sec. 3.20 added by Ord. 223-97, App. 6/6/97; amended by Ord. 55-98, App. 2/20/98; repealed by Ord. 216-05)

### SEC. 3.21. CAPITAL PLANNING COMMITTEE.

There is hereby created a Capital Planning Committee consisting of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the

General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco. Each member of the Capital Planning Committee may designate a person to represent her or him as a voting member of the Committee. Such designations shall be in written documents signed by the designating member and filed with the City Administrator, or her or his designee.

The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan. As such, the Capital Planning Committee shall (1) establish prioritization and assessment criteria to assist the City Administrator with the development of the capital expenditure plan, (2) annually review the City Administrator's proposed capital expenditure plan prior to its submission to the Mayor and Board of Supervisors, and (3) review the annual budget and any proposed use of long-term debt, including General Obligation bonds, to ensure compliance with the adopted capital expenditure plan.

The Board of Supervisors shall not place on the ballot, or authorize the issuance of any long term financing, until the Capital Planning Committee completes a review of the proposal and submits its recommendation to the Board of Supervisors. Each proposal shall be in form and substance satisfactory to the Committee, and shall be accompanied by descriptive financial, architectural, and/or engineering data, and all other pertinent material in sufficiently complete detail to permit the Committee to review all aspects of the proposal. The Committee shall submit a written report to the Mayor and the Board analyzing the feasibility, cost, and priority of each proposal relative to the City's capital expenditure plan.

The Chair of the Capital Planning Committee is hereby authorized to adopt such rules, definitions, and procedures as are necessary to meet the requirements described in Section 3.20 and 3.21. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005) (Former Sec. 3.21 added by Ord. 223-97, App. 6/6/97; repealed by Ord. 216-05)

## ii. Prioritization Criteria

### 1. Cash Program Criteria

The Plan adopts the principal that the maintenance and good repair of the City's assets is primary and those annual appropriations for renewal projects are of the highest priority. The following describes the criteria and poses questions to determine if a capital improvement project (CIP) qualifies.

Criteria	
Ensures the timely maintenance and renewal of existing buildings and infrastructure	Priority 1
Provides enhancements to existing buildings and infrastructure that are best financed with cash	Priority 2

#### **Ensures the timely maintenance and renewal of existing facilities and infrastructure**

- Projects conform to the Plan predicted by the Renewal system?
- Is other work triggered by this activity, is it included?
- Are there legal requirements for action?

#### **Provides enhancements to existing buildings and infrastructure that are best financed with cash**

- Is the project small enough that cash financing is appropriate?
- If so, the Debt Program Criteria should be used to rank multiple proposals

## 2. Debt Program Criteria

The purpose of the debt program criteria is to evaluate proposals for long-term financing. With the 10-year Capital Expenditure Plan in place as a guide to financing, the City can develop long-term financing strategies and better plan GO bond or other financing proposals. The following criteria table is followed by detail descriptions and questions used to determine if a project qualifies.

Criteria	
Provides for the life, health, safety and security of occupants and the public	Priority 1
Occupancy and Operation of the Facility is essential to the City's operation, especially in an emergency	Priority 2
Improvement is necessary to comply with a federal, state, or local mandate	Priority 3
Mitigates an environmental hazard or improves environmental health	Priority 4
Preserves historic buildings and neighborhood character	Priority 5
Supports programs or objectives of an adopted plan or action by the Board and Mayor	Priority 6
Enhances the City's economic vitality by increasing revenue in support of the facility and operations	Priority 7
Failure to implement project risks potential loss of the City asset's value	Priority 8
Improves government effectiveness by improving service or reducing operating costs	Priority 9

### **Provides for the life, health, safety and security of occupants and the public.**

The CPC should consider whether capital projects minimize physical danger to those who use and work in City facilities, including protection during seismic events.

- What risk is mitigated by this improvement? What is the seismic rating of the facility? Are there legal requirements for action? Is occupancy optional or required (i.e. Jail)? Is occupancy required due to function (i.e. Hospital)? Is occupancy optional? Can program be provided at another location?

### **Occupancy and Operation of the Facility is essential to the City's operation, especially in an emergency.**

Hospitals, Police and Fire Stations are considered essential for emergency response. Other facilities are essential to the delivery of government services to the citizens and visitors of San Francisco, such as City Hall.

- Is the facility needed for emergency services response in a major event? If not an essential facility as determined by CBC Title 24, what essential services are provided? How will that service be provided during the proposed renovation/replacement?

**Improvement is necessary to comply with a federal, state, or local legal mandate.**

The City faces a wide range of directives to improve its facilities, which have different levels of urgency and consequences if unmet.

- What is the mandate? Is there a judgment or court order requiring action? What are the consequences if not met? By what year? Is the City at risk of litigation for failure to perform? How?

**Mitigates an environmental hazard or improves environmental health.**

This criterion would be used to determine whether a project reduces the impact of hazardous materials, air quality issues, and other threats to the health of its users.

- What is the health risk identified? Is the hazardous material stabilized or removed? Are occupants currently protected from exposure?

**Preserves historic buildings and neighborhood character.**

Many of the City's facilities are important to the neighborhood in which they reside, or to the City as a whole. Maintaining the historic character and fabric of the City is one of the eight priorities of the City's General Plan.

- Is the facility an historic landmark? Is the facility of significant historic or architectural character? What is the impact of the facility on neighborhood character?

**Supports programs or objectives of an adopted plan or action by the Board and Mayor.**

Ideally, capital investments will be coordinated with departments' long-term goals and objectives.

- What Plan is implemented by the proposed CIP? Did BOS and Mayor adopt the plan? On what date? What objectives are met with implementation of this improvement?

**Enhances the City's economic vitality by increasing revenue in support of the facility and operations.**

Some projects have a direct or indirect effect on the City's revenues or expenditures. Cost savings or revenue enhancement may help offset the cost to the City of some capital investments. Alternatively, the City should consider any new operating costs associated with capital investments.

- Are there new revenues created as a result of the CIP? Does the CIP increase direct revenues to the department? Does the CIP increase indirect revenues? Which revenue streams are affected? Tourism? Other?

**Failure to implement project risks potential loss of a City asset's value.**

Maintaining the City's infrastructure is imperative, however the lack of maintenance or improvements at some facilities will have a greater effect on the City's asset value.

- What is the replacement cost of the facility? What is the effect on the asset value of the facility if work is delayed? What is the potential loss to the City if work is not performed? What is the effect to programs if the facility is decommissioned?

**Improves government effectiveness by improving service or reducing operating costs.**

A primary goal of capital investments is to improve the delivery of government's services and the efficiency of department operations.

- Will the CIP decrease the operations cost for maintenance? How? Will the CIP decrease the operations cost for services? How? Will the CIP improve delivery of services? How?

### **iii. Election Schedule**

#### **Municipal Election 11/06/07**

Mayor  
District Attorney  
Sheriff

#### **Consolidated Presidential Primary Election 06/03/08**

President  
U.S. Senator  
U.S. Representative in Congress Dist 8 & 12  
State Senator (odd numbered districts, Dist 3)  
State Assembly Dist 12 & 13  
County Central Committee - Local  
Superior Court - Local

#### **Consolidated Presidential General Election 11/04/08**

President  
U.S. Senator  
U.S. Representative in Congress District 8 & 12  
State Senator, District 3  
State Assembly District 12 & 13  
BART Director District 7 & 9  
Board of Education: (4)  
Board of Supervisors-Odd # Dist.  
Community College Bd. (4)

#### **Municipal Election 11/3/09**

City Attorney  
Treasurer

#### **Consolidated (Gubernatorial) Primary Election 06/08/10**

Governor  
Lt. Governor  
U.S. Senator (Partisan Offices)  
U.S. Representatives in Congress Dist 8 & 12  
Secretary of State  
Controller  
State Assembly Dist 12 & 13

**Consolidated (Gubernatorial) Primary Election 06/08/10 (continued)**

State Senate District 8

State Treasurer

Attorney General

Insurance Commissioner

Superintendent of Public Instruction

Member, State Board of Equalization, District 1

County Central Committee

Superior Court:

**Consolidated (Gubernatorial) General Election 11/02/10**

Governor

Lt. Governor

U.S. Senator (Partisan Offices)

U.S. Representatives 8<sup>th</sup> & 12<sup>th</sup>

Secretary of State

Controller

State Assembly 12<sup>th</sup> & 13<sup>th</sup>

State Senate District 8

State Treasurer

Attorney General

Insurance Commissioner

Superintendent of Public Instruction

Board of Equalization

BART Director District 8

Board of Supervisors—Even # Dist.

Board of Education (3)

Community College Board (3)

**Municipal Election 11/08/11**

Mayor

District Attorney

Sheriff

#### iv. Properties Owned by the S.F. Unified School District

**NOTE:** the column labeled "BOND ISSUE" shows the year in which San Francisco voters authorized bonds to provide modernization funds. In cases in which "Future" is indicated in this column, a general obligation bond issue will be sought sometime within the ten-year timeframe of the City's current capital plan. In cases in which "NA" is indicated, the District is not responsible for the maintenance and operation of the facility or, in some cases, the facility is anticipated to be removed from inventory within the next few years.

FACILITY NAME	ADDRESS	FACILITY	BOND ISSUE
Drew Elementary School CC	50 Parnoma Street	Child Development Center	2003
Alvarado Elementary School	625 Douglas Street	Elementary School	2003
Claire Lilienthal School (3-8)	3630 Divisadero Street	Elementary School	2003
Clarendon Elementary School	500 Clarendon Street	Elementary School	2003
Commodore Sloat Elementary School	50 Darien Way	Elementary School	2003
E.R. Taylor Elementary School	423 Burrows Street	Elementary School	2003
Harvey Milk Civil Rights Academy	4235 19th Street	Elementary School	2003
Hillcrest Elementary School	810 Silver Avenue	Elementary School	2003
Leonard R. Flynn ES	3125 Cesar Chavez Street	Elementary School	2003
Malcolm X Elementary School	350 Harbor Way	Elementary School	2003
Sherman Elementary School	1651 Union Street	Elementary School	2003
West Portal Elementary School	5 Lenox Way	Elementary School	2003
Bret Harte Elementary School	1035 Gilman Street	Elementary School/CDC	2003
Bryant Elementary School	1050 York Street	Elementary School/CDC	2003
Dr. Charles R. Drew Elementary School	50 Parnoma Street	Elementary School/CDC	2003
Rosa Parks Elementary School/JBBP West	1502 O'Farrell Street	Elementary School/CDC	2003
Abraham Lincoln High School	2162 24th Avenue	High School	2003
Balboa High School	1000 Cayuga Street	High School	2003
Galileo High School	1150 Francisco Street	High School	2003
George Washington High School	600 32nd Avenue	High School	2003
Lowell High School	1101 Eucalyptus Drive	High School	2003
Mission High School	3750 18th Street	High School	2003
Thurgood Marshall High School	45 Conkling Street	High School	2003
SF Community Elementary School	125 Excelsior Street	K-8	2003
A.P. Giannini Middle School	3145 Ortega Street	Middle School	2003
Everett Middle School	450 Church Street	Middle School	2003
Gloria R. Davis Middle School	1195 Hudson Street	Middle School	2003
Horace Mann Academic Middle School	3351 23rd Street	Middle School	2003
James Denman Middle School/Special Ed	241 Oneida Street	Middle School	2003
Marina Middle School	3500 Fillmore Street	Middle School	2003
Treasure Island ES	13 East-TI Street	Vacant	2003
Creative Arts ES (K-8) at Golden Gate ES	1601 Turk Street	Charter School	2006
Edison ES at Edison ES	3531 22nd Street	Charter School	2006
Burl L.Toler Campus	1430 Scott Street	Charter Schools	2006
Leadership HS (San Miguel Site)	300 Seneca Avenue	Charter School	2006
Commodore Stockton CC	949 Washington Street	Child Development Center	2006
Jefferson Annex CC	1350 25th Avenue	Child Development Center	2006
Junipero Serra Annex CC	155 Appleton Street	Child Development Center	2006
McLaren CC	2055 Sunnydale Avenue	Child Development Center	2006
Mission CC	2950 Mission Street	Child Development Center	2006
Noriega CC	1775 44th Avenue	Child Development Center	2006
Presidio CC	387 Presidio	Child Development Center	2006
Raphael Weill CC at Rosa Parks	1502 O'Farrell Street	Child Development Center	2006
San Miguel CC	300 Seneca Avenue	Child Development Center	2006
Sutro Elementary School CC	235 12th Avenue	Child Development Center	2006
Theresa S. Mahler CC	990 Church Street	Child Development Center	2006
Civic Center (Phoenix) at John Swett	727 Golden Gate Avenue	County Community School	2006
Impact Community HS (1370 43rd Ave.)	1370 43rd Avenue	County Community School	2006
Jude Jordan MS/Small School Equity (Burbank MS)	325 La Grande Street	County Community School	2006
Principals Center/Bay HS	1351 42nd Avenue	County Community School	2006
Sunshine Campus	2730 Bryant Street	County Community School	2006
Y-Tec	1370 43rd Avenue	County Community School	2006

FACILITY NAME	ADDRESS	FACILITY	BOND ISSUE
Alamo Elementary School	250 23rd Avenue	Elementary School	2006
Buena Vista Elementary School	2641 25th Street	Elementary School	2006
Chinese Education Center ES	657 Merchant Street	Elementary School	2006
Claire Lilienthal (K-2) ES (Madison)	3950 Sacramento Street	Elementary School	2006
Cleveland Elementary School	455 Athens Street	Elementary School	2006
Fairmount Elementary School	65 Chenery Street	Elementary School	2006
Francis Scott Key Elementary School	1530 43rd Avenue	Elementary School	2006
George Washington Carver ES	1360 Oakdale Street	Elementary School	2006
Glen Park Elementary School	151 Lippard Street	Elementary School	2006
Jefferson Elementary School	1325 18th Avenue	Elementary School	2006
John Muir Elementary School	380 Webster Street	Elementary School	2006
Lakeshore Elementary School	220 Middlefield Street	Elementary School	2006
Marshal Elementary School	1515 15th Street	Elementary School	2006
Mission Education ES/Kate Kennedy CC	1670 Noe Street	Elementary School	2006
New Traditions ES	2049 Grove Street	Elementary School	2006
Sanchez Elementary School	325 Sanchez Street	Elementary School	2006
Spring Valley Elementary School	1451 Jackson Street	Elementary School	2006
Sunset Elementary School (Twain Campus)	1920 41st Avenue	Elementary School	2006
Ulloa Elementary School	2650 42nd Avenue	Elementary School	2006
W. Brown Elementary School	2055 Silver Avenue	Elementary School	2006
Dr. William Cobb Elementary School	2725 California Street	Elementary School/CDC	2006
Grattan Elementary School	165 Grattan Street	Elementary School/CDC	2006
Guadalupe Elementary/Excelsior CC	859 Prague Street	Elementary School/CDC	2006
Sutro Elementary School	235 12th Avenue	Elementary School/CDC	2006
Downtown High School	693 Vermont Street	High School	2006
Independence High School (PA Herst Site)	3045 Santiage Street	High School	2006
Raoul Wallenberg High School	40 Vega Street	High School	2006
Alice Fong Yu Elementary School	1541 112th Avenue	K-8	2006
Lawton Elementary School	1570 31st Avenue	K-8	2006
Rooftop Alternative K-2 School	443 Burnett Street	K-8	2006
William R. De Avila ES	1358 Haight Street	Leased to Outside Agency	2006
Aptos Middle School	105 Aptos Street	Middle School	2006
Dr. Martin Luther King Jr. Middle School	350 Girard Street	Middle School	2006
Francisco Middle School	2190 Powell Street	Middle School	2006
Herbert Hoover Middle School	2290 14th Avenue	Middle School	2006
District Administration Building 555	555 Franklin Street	Non-Educational Facility	2006
School Health Program	1515 Quintara Street	Non-Educational Facility	2006
Cabrillo ES	735 24th Avenue	Non Public School	2006
Newcomer HS (Former Site)	2340 Jackson Street	Vacant	2006
Newcomer High School (Current Site)	1350 7th Avenue	High School	Future
Argonne	750 16th Avenue	Child Development Center	Future
Bessie Carmichael Elementary School	55 Sherman Street	Child Development Center	Future
Burnett CC/1551 Burnett Property	1535 Newcomb Street	Child Development Center	Future
Excelsior CC	859 Prague Street	Child Development Center	Future
Filipino Education Center CC	824 Harrison Street	Child Development Center	Future
Las Americas CC	801 Treat Street	Child Development Center	Future
McCoppin CC	651 6th Avenue	Child Development Center	Future
Mission Annex CC	421 Barlett Street	Child Development Center	Future
Sarah B. Cooper CC	940 Filbert Street	Child Development Center	Future
Tenderloin School CC	627 Turk Street	Child Development Center	Future
Tule Elk Park CC	2110 Greenwich Street	Child Development Center	Future
Argonne Elementary School	680 18th Avenue	Elementary School	Future
Cesar Chavez Elementary School	825 Shotwell Street	Elementary School	Future
Daniel Webster Elementary School	465 Missouri Street	Elementary School	Future
Dianne Feinstein Elementary School	2550 25th Avenue	Elementary School	Future
El Dorado Elementary School	70 Delta Street	Elementary School	Future
Garfield Elementary School	420 Filbert Street	Elementary School	Future
George Moscone ES	2576 Harrison Street	Elementary School	Future
George Peabody ES	251 6th Avenue	Elementary School	Future
Gordon J. Lau ES (Commodore Stockton)	950 Clay Street	Elementary School	Future
Jean Parker Elementary School	840 Broadway Street	Elementary School	Future
John Yehall Chin Elementary School	350 Broadway Street	Elementary School	Future
José Ortega Elementary School	400 Sargent Street	Elementary School	Future
Junipero Serra Elementary School	625 Holly Park	Elementary School	Future
Lafayette Elementary School	4545 Anza Street	Elementary School	Future
Longfellow Elementary School	755 Morse Street	Elementary School	Future
McKinley Elementary School	1025 14th Street	Elementary School	Future
Miraloma Elementary School	175 Omar Way	Elementary School	Future
Monroe Elementary School/Excelsior CC	260 Madrid Street	Elementary School	Future

FACILITY NAME	ADDRESS	FACILITY	BOND ISSUE
Paul Revere & Annex ES	555 Tompkins Street	Elementary School	Future
Redding Elementary School	1421 Pine Street	Elementary School	Future
Robert Louis Stevenson ES	2051 34th Avenue	Elementary School	Future
Sheridan Elementary School	431 Capitol Avenue	Elementary School	Future
Starr King Elementary School	1215 Carolina Street	Elementary School	Future
Sunnyside Elementary School	250 Foerster Street	Elementary School	Future
Visitation Valley ES	55 Schwerin Street	Elementary School	Future
Yick Wo Elementary School	2245 Jones Street	Elementary School	Future
Bessie Carmichael Elementary School	55 Sherman Street	Elementary School/CDC	Future
Filipino Education Center ES	824 Harrison Street	Elementary School/K-8	Future
Frank McCoppin Elementary School	651 6th Avenue	Elementary School/CDC	Future
Tenderloin Elementary/CDC School	627 Turk Street	Elementary School/CDC	Future
Ida B. Wells High School	1099 Hayes Street	High School	Future
International Studies High School (Potrero MS Site)	655 De Haro Street	High School	Future
John O'Connell High School	2355 Folsom Street	High School	Future
Philip & Sala Burton High School	400 Mansell Street	High School	Future
School of the Arts at McAteer	555 Portola Street	High School	Future
Rooftop (Nancy Mayeda Campus)	500 Corbett Street	K-8	Future
James Lick Middle School	1220 Noe Street	Middle School	Future
Presidio Middle School	450 30th Avenue	Middle School	Future
Roosevelt Middle School	460 Arguello Street	Middle School	Future
Visitation Valley Middle School	450 Raymond Avenue	Middle School	Future
Buildings and Grounds	834 Toland Street	Non-Educational Facility	Future
District Administration Building 135	135 Van Ness Avenue	Non-Educational Facility	Future
Principals Center	1351 42nd Avenue	Non-Educational Facility	Future
Student Nutrition (SFPD)	841 Ellis Street	Non-Educational Facility	Future
Warehouse/Transportation/Audio-Visual	801 Toland Street	Non-Educational Facility	Future
Paul Revere Annex	610 Tompkins Street	Vacant	Future
City Arts and Technology (Non-District Site)	301 De Montfort Avenue	Charter School	NA
Five Keys (Non-District Site)	70 Oak Grove	Charter School	NA
KIPP Bayview (Non-District Site)	1060 Key Avenue	Charter School	NA
Life Learning Academy (Non-District Site)	651 8th-Tl Street	Charter School	NA
Metropolitan Arts & Tech (Non-District Site)	1550 Treat Street	Charter School	NA
Community Day School (1370 43rd Ave.)	1370 43rd Avenue	County Community School	NA
Community Scholars of Success (Non-District Site)	1800 Oakdale Street	County Community School	NA
Community Youth Center HS	1693 Polk Street	County Community School	NA
County GED Program	375 Woodside	County Community School	NA
Ella Hill Hutch Community Center	1050 McAllister Street	County Community School	NA
GOAL HS (Cook Street campus)	20 Cook Street	County Community School	NA
Larkin Street Youth Center	1138 Sutter Street	County Community School	NA
Log Cabin HS	329 PO Box	County Community School	NA
Walden House for Boys HS	214 Haight Street	County Community School	NA
Walden House Project Sister Klin HS	45 Farrolones Street	County Community School	NA
Woodside Learning Center/Juvenile Hall	375 Woodside	County Community School	NA
Rhythm and Motion - SOTA	351 Shotwell Street	High School	NA
SF Dance Studio - SOTA	26 7th Street	High School	NA
1015 Laguna Street	1015 Laguna Street	Leased to Outside Agency	NA
1340 Bush Street - Allright Parking	1340 Bush Street	Leased to Outside Agency	NA
1440 Harrison Group	1440 Harrison Street	Leased to Outside Agency	NA
Downtown High School - City College of SF	110 Bartlett Street	Leased to Outside Agency	NA
IM Scott	1060 Tennessee Street	Leased to Outside Agency	NA
Lucinda Weeks - Richmond Community Center	741 30th Avenue	Leased to Outside Agency	NA
Malcolm X Annex (Drake Annex)	200 Middlepoint Road	Leased to Outside Agency	NA
Polytech HS Site (Land) - City & County of SF	701 Fredrick Street	Leased to Outside Agency	NA
SF Shopping Center (Westfield Corp.)	865 Market Street	Land Leased to Outside Agency	NA
Sutro Annex - City and County of SF	251 18th Avenue	Leased to Outside Agency	NA
Webster Street Site - Glad Tidings Church	1475 Ellis Street	Land Leased to Outside Agency	NA
Yerba Buena Annex-City & County of SF	2055 Lombard Street	Land Leased to Outside Agency	NA
555 Franklin Street Parking Lot	555 Franklin Street	Non-Educational Facility	NA
Chief Academic Offices - Convergys	1098 Harrison Street	Non-Educational Facility	NA
Children's Center Administrative Building	20 Cook Street	Non-Educational Facility	NA
Yoey At Bessie Smith CC	95 Gough Street	Non-Educational Facility	NA
1101 Connecticut Street (Land)	1101 Connecticut Street	Vacant	NA
7th Avenue at Lawton (Land)	7th & Lawton	Vacant	NA
Florence Martin CC	1155 Page Street	Vacant	NA
Golden Gate Annex	1512 Golden Gate Avenue	Vacant	NA
Louise Lombard HS (Vacant)	700 Font Street	Vacant	NA
Phoenix HS (Modular Facility)	1950 Mission Street	Vacant	NA





Photos on Cover & Back Pages from the Central Freeway Replacement Project

Cost: \$50 million

Opening: September 2005

Design & Construction: Department of Public Works and Caltrans

Project Manager: Ramon Kong, Department of Public Works

Awards: Freeway Project of the Year by CA Transportation Foundation

2006 Excellence in Transportation Award by CA Dept of Transportation

2006 Signature Beautification Award by San Francisco Beautiful

2006 Excellence in Highway Design by US Dept of Transportation & Fed Hwy Admin

Description: In November 1999, San Francisco voters approved Proposition I, which mandated the replacement of the Central Freeway north of Market Street with a street-level boulevard. The boulevard was designed with extensive input from community groups, City and state agencies, and a citizen's advisory committee. The completed project transforms Octavia Street into a landscaped boulevard with four lanes for through traffic, two lanes for residential access traffic, tree-lined medians with benches, a neighborhood park and wide sidewalks. It is the first boulevard of its kind built in the US in 80 years.

